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The University of New Mexico

NGA-32-004-042

# PROGRAM FOR advanced study in public science policy and administration

Semi-Annual Report  
February-September 1969

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Albuquerque, New Mexico

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SEMI-ANNUAL REPORT  
to the  
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION  
from the  
UNIVERSITY OF NEW MEXICO

PROGRAM FOR ADVANCED STUDY  
IN  
PUBLIC SCIENCE POLICY AND ADMINISTRATION

February - September 1969

## SEMI-ANNUAL REPORT

To the National Aeronautics and Space Administration  
From the University of New Mexico

### PROGRAM FOR ADVANCED STUDY IN PUBLIC SCIENCE POLICY AND ADMINISTRATION

February - September 1969

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The period February 1969 to September 1969 included four highly significant events in the development of the Program for Advanced Study in Public Science Policy and Administration at the University of New Mexico. These events, forecast in the previous Report covering the period August 1, 1968 to January 31, 1969, included: (1) two meetings of the Regional Advisory Committee; (2) the National Conference on Public Science Policy and Administration; (3) the formulation and approval of organization and curriculum; and, (4) the selection and arrival of the Fellows in the Program.

#### Meetings of the Regional Advisory Committee

The third meeting of the Regional Advisory Committee was held at the Sunport in Albuquerque on February 13, 1969 (Agenda, Enclosure I) with the following program:

Dr. C. West Churchman Professor and Research Philosopher Space Sciences Laboratory University of California	"Task Setting and Goal Achievement in Techno-Scientific Missions"
Dr. George Kozmetsky Dean College of Business Administration University of Texas	"New Concepts in Operational Control"
Dr. Albert H. Rosenthal Professor of Political Science University of New Mexico	"Fellowship Announcements and Application Procedure"
Dr. Gerald D. Nash Professor of History University of New Mexico	"Case Studies in Public Science Policy and Administration"

Following the presentations and discussion of these papers, the group considered a number of policy questions, including the establishment of standards for the selection of Fellows and the creation of a Subcommittee for Selection. At this meeting, with the strong and unanimous advice of the Regional Advisory Committee, it was decided that the initial-year program would give an emphasis to In-Service Fellowships.



The fourth meeting of the Regional Advisory Committee was held at the Sunport in Albuquerque on May 15, 1969 (Agenda, Enclosure II). The program presented included:

Dr. Rensis Likert  
Director  
Institute for Social Research  
University of Michigan

"Organizational Dynamics:  
Building Goal-Directed Structure"

Mr. Elmer B. Staats  
Comptroller-General of the  
United States  
Washington, D.C.

"Financial Aspects of the  
Administration of Science  
Technology"

Dr. Harold Orlans  
Brookings Institution  
Washington, D.C.

"Developments in Government  
Policies Toward Science and  
Technology"

Dr. Albert H. Rosenthal  
Professor of Political Science  
University of New Mexico

"Announcement of Fellowship  
Awards"

Following the presentations and discussion, a report was given of the results of the Announcement and Application procedure and of the selection of Fellows by the Subcommittee. The group of Fellows nominated for selection included sixteen In-Service Fellows and two Pre-Service Fellows.

#### National Conference on Public Science Policy and Administration

The National Conference was held at Bishop's Lodge in Santa Fe, New Mexico on September 8 and 9, 1969 (Agenda, Enclosure III). Fifty-six people attended all or most of the sessions. This number was composed of three groups: (1) the members of the Regional Advisory Committee, (2) ten National leaders in the field of Public Science Policy and Administration, and (3) the group of eighteen Fellows.

The purposes of the Conference were stated by Dr. Ferrel Heady, President of the University of New Mexico, who chaired the meeting, as follows: (1) obtain National review and evaluation of the efforts in planning and developing the Program at the close of the initial year, (2) to present the Fellows to the members of the Regional Advisory Committee and National consultants, and (3) to receive guidance and counsel for the opening of the academic year.

Governor David F. Cargo opened the meeting, indicating the interest and support of the State of New Mexico in this developing program. The pattern of each session included a presentation by a highly qualified person on one aspect of the general subject, with each talk followed by evaluative comments from a panel of specialists in this field.

The opening address was given by Dr. John Firor, Director, National Center for Atmospheric Research, who spoke on "Issues in Public Science Policy and Administration." The panel members who responded included: Dr. John A. Hornbeck, President, Sandia Corporation; Major General H. G. Davisson, Commander, White Sands Missile Range; Mr. Roger W. Jones, Assistant Director, U. S. Bureau of the Budget; and Mr. Clarence Ohlke, Head, Congressional and Public Affairs, National Science Foundation. The comments by the panel members were followed by open discussion.

At the luncheon during the first day, Mr. Francis B. Smith, Assistant Administrator for University Affairs, National Aeronautics and Space Administration, spoke on "Science Administration: What of Tomorrow?"

The afternoon program featured an address by Dr. Dwight Waldo, Albert Schweitzer Professor, Syracuse University, who spoke on "Some Issues in Preparing Science Administration Leadership for Tomorrow." Dr. Waldo included in his address a charge to the Fellows, in which he stated:

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"In conclusion, just let me underscore what has been said by a couple of people, that this is a very unusual and rare program. I have also made it something of my business to look at these programs as they have come along and the problems in constructing them. This is an unusual program and a very promising one, and you are highly privileged to be the first people in it on a regular basis. It would literally be impossible to put this program together in some of the big universities that I know, and most particularly the one at Berkeley. Here, I saw it done and tried. The size is so great, the complexity so infinite, the interest so vested, the prima donnas so prima, and on and on, that it quite literally is impossible. You can't get people together today to talk about it even seriously. But here, it's done and it's a miracle, so appreciate it."

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Dr. Waldo's talk was followed by a panel discussion participated in by the following: Mr. Frank C. DiLuzio, President, Reynolds Electric Company; Dr. Donald M. MacArthur, Deputy Director, Defense Research and Engineering, Office of the Secretary of Defense; Lt. Gen. H. C. Donnelly, Manager, Albuquerque Operations, Atomic Energy Commission; and Mr. Ray Powell, Vice President, Sandia Corporation.

On the second day, Dr. Ferrel Heady, President of the University of New Mexico, Dr. Chester Travelstead, Academic Vice President, and Dr. Albert H. Rosenthal, Professor of Political Science and Director of the Program, gave a summary report of the premises and curriculum of the University of New Mexico Program.

The morning session featured a talk by Dr. C. West Churchman, Associate Director and Professor, Space Sciences Laboratory, University of California on the subject of "The Challenge of Public Science Administration." His talk was followed by a panel discussion, including comments from Mr. James L. McCraw, Deputy Manager, Albuquerque Operations, Atomic Energy Commission; Mr. Harold H. Leich, Chief, Policy Development Division, U.S. Civil Service Commission; Col. George T. Buck, Commander, Air Force Missile Development Center at Holloman; and Dr. George Graham, Executive Director, National Academy of Public Administration.

At luncheon on the second day, Mr. Philip Whitbeck, Director of Administration, Manned Spacecraft Center, Houston, presented a paper by Mr. Wesley Hjernevik, Associate Director of the Manned Spacecraft Center, on the subject of "Concepts in Public Science Policy and Administration."

During the afternoon session, Dr. Albert H. Rosenthal, Director of the Division of Public Administration at the University of New Mexico, presented a talk on "Concepts and Curriculum--Public Science Policy and Administration." His talk was followed by a panel presentation, including Dr. Edwin H. Caplan, Professor, School of Business and Administrative Sciences; Dr. Gerald J. Boyle, Professor, Department of Economics; Dr. John M. Hunger, Director, Albuquerque Urban Observatory and Assistant Professor of Public Administration, at the University of New Mexico.

A number of letters were received from participants in the National Conference indicating a positive reaction to both the Conference and the Program reported on at the Conference. The tone of most of the letters is exemplified by the letter from Mr. Roger W. Jones, Assistant Director, U.S. Bureau of the Budget, who wrote on September 15, 1969 as follows:

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"My most sincere thanks to you for the privilege of participating in the Santa Fe Conference. I talked with a number of members of your Regional Advisory Committee and found nothing except enthusiasm for the program which you have designed and the plans which you have for carrying it out. You have my every good wish for a most productive year for the Fellows, who look most promising."

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#### Organization in the University

The approval at several levels in University organization is required for the establishment of a new program and particularly one with authority to grant a Graduate degree. Sets of materials were prepared and presented to meetings of the General Faculty (February 11, 1969; April 22, 1969), the Graduate Committee (April 17, 1969), the Board of Regents (May 10, 1969), the Board of Educational Finance (June 2, 1969), and the State Board of Finance. Approved at each of these levels was a new curriculum and organizational entity entitled "Division of Public Administration" and authority to confer a Master of Arts Degree in Public Administration. The Division of Public Administration provides the organizational framework for the Program for Advanced Study in Public Science Policy and Administration. Enclosed (Enclosure IV) is a brochure describing the new Division of Public Administration and a reprint from the Graduate School Bulletin describing the program.

Curriculum

A curriculum has been prepared and initiated during the current academic year. Courses are offered during the first and second semesters of the academic year 1969-1970, as follows:

<u>SEMESTER I</u>		<u>Professor</u>	<u>Graduate Credit</u>
Pub. Adm. 421	Public Administration	Asst. Prof. Hunger	3
Econ. 445	The Budget Process	Prof. Boyle	3
Bus. Adm. 551	Problems in Decision Making and Management Control I	Prof. Caplan Prof. Senescu Prof. Holemon Asst. Prof. Telly	3
Pub. Adm. 595	Seminar - Public Science Policy and Administration	Prof. Rosenthal	3
Pub. Adm. 597	Research Methodology	Prof. Woodruff	3
		Total Semester I	<u>15</u>
<u>SEMESTER II</u>			
Pub. Adm. 422	The Administrative Process		3
Pub. Adm. 425	Public Personnel Administration	Prof. Rosenthal	3
Bus. Adm. 552	Problems in Decision Making and Management Control II	Prof. Caplan Prof. Senescu Prof. Holemon Asst. Prof. Telly	3
Pub. Adm. 596	Seminar - Public Science Policy and Administration	Prof. Rosenthal	3
Pub. Adm. 598	Research Methodology	Prof. Woodruff	3
		Total Semester II	<u>15</u>
Pub. Adm. 599	Master's Thesis (Plan I Students) (Internship for Pre-Service Fellows)		6
		Total Program	<u>36</u>

Detailed syllabi for each of the courses in the current semester (Semester I) are enclosed. (Enclosure V)

Faculty

Albert H. Rosenthal, Director and Professor, Division of Public Administration, B.A., M.A., Ph.D. University of Denver, B.A.; Rockefeller Fellow, University of Minnesota, M.A.; Harvard University, Littauer Fellow, Ph.D. Served as Regional Director of the Department of Health, Education and Welfare for 13 years (1951-1964). Served as: Professor and Director of the School of Public Administration at the University of Denver; Professor of Public Administration at the University of Minnesota; and, as Consultant to Manned Spacecraft Center, NASA, Houston; U.S. Bureau of the Budget; U.S. Civil Service Commission; State Department of Welfare, Minnesota; State Department of Hospitals and Institutions, Albuquerque, and other agencies. Served as United Nations Advisor in establishing a School of Public Administration in Ireland, 1963-1964. Received Rockefeller Public Service Award, 1956. Numerous publications, including recent book, The Social Programs of Sweden, and article, "Preparing the Science Administrators of Tomorrow," April, 1969 issue of Public Personnel Review.

Lloyd W. Woodruff, Visiting Associate Professor of Public Administration, B.A., M.S., Ph.D. University of South Dakota, B.A.; University of Denver, M.S.; University of Minnesota, Ph.D. Served as Extension Specialist in Public Administration and Assistant Director for Relations with Governmental Agencies, 1966-1969, University of California at Davis; Director of Research and Planning, Department of Taxation, State of Minnesota, 1961-1966; Specialist in Public Administration, Michigan State University Group in Vietnam, 1957-1961. Served as Assistant Director, Bureau of Government, University of Wisconsin, 1950-1957; and as Research Associate in Intergovernmental Relations, University of Minnesota, 1947-1950. Received awards from American Institute of Planners, Sacramento Section, and Department of Housing and Urban Development Regional Award, 1968-1969.

John M. Hunger, Assistant Professor of Public Administration and Director, Albuquerque Urban Observatory, B.A., Ph.D. University of North Dakota, B.A.; Indiana University, Ph.D. Served as Staff Director of Urban Observatories Project for the National League of Cities, 1968-1969; Director of Arts and Sciences and State Legislative Divisions, Republican National Committee, 1966-1968; Professor and Assistant Director, Department of Political Science, University of Wisconsin, 1962-1966; Professor and Director of Bureau of Governmental Research, University of North Dakota, 1961-1962.

Edwin H. Caplan, Professor, Business Administration, B.B.A., M.B.A., Ph.D., C.P.A. University of Michigan, B.B.A. and M.B.A.; University of California at Berkeley, Ph.D. Served as Assistant to Dean, School of Business Administration, University of Oregon. Presently Professor of Business Administration, School of Business and Administrative Science, University of New Mexico. Served as Visiting Professor of Accounting, University of California and as a partner, J. J. Gotlieb & Company, CPA, Detroit, Michigan. He has published widely in professional journals in the field of Accounting for Management Control and is a consultant to Peat Marwick Mitchell and Company, the National Association of Accountants, and the New Mexico State Department of Hospitals and Institutions.

Gerald J. Boyle, Professor of Economics, B.A., M.A., Ph.D. Colorado College, B.A.; University of New Mexico, M.A.; Syracuse University, Ph.D. Has served as key official in both Federal and State Governments in the development and administration of budget policy. Was Director, Fiscal Analysis Staff of the U.S. Bureau of the Budget, 1966-1968; served one year in Fiscal Office of Department of Education, State of New York and as Consultant for the Division of the Budget for the State of New York. Served as Research Professor of Public Administration in charge of a study of the New York City Budget Process from 1964-1966; and as Consultant in the State of New Mexico Department of Finance and Administration, 1959-1961. He has served as Professor of Economics at the University of New Mexico from June 1968 to the present and is also Director of a PPBS program for the State of New Mexico.

Detailed personal history statements of each of the faculty members are enclosed (Enclosure VI).

#### Fellows in the Program

Eighteen Fellows were selected from some 145 applications received and evaluated by nine different agencies. One of the Fellows, originally designated as a Pre-Service Fellow, was selected later by his agency for the In-Service category. One of the Fellows, an Engineer, selected by the City of Albuquerque has been replaced by the Budget Director of the City. A list of the Fellows, showing previous post, salary and grade of the In-Service Fellows, and summary personal histories are enclosed (Enclosure VII).

#### Status of Book: Public Science Policy and Administration

Seven of the ten Commissioned Papers have already been prepared in edited form and are at the University of New Mexico Press. It is hoped that the book, Public Science Policy and Administration, will be available from the Press early in the ensuing year. Meanwhile, mimeographed copies of each chapter are being made available to the students in the current Seminar in Public Science Policy and Administration.

### Library

Approximately 225 books have been ordered and over 100 books have been received to initiate the development of an extensive library and collection of materials in the field of Public Science Policy and Administration. A special area in the Parish Memorial Library, convenient to the Fellows, has been established for the location of Reserve books and for study.

### Public Information Activities

Excellent coverage in press, radio and television has been given to both meetings of the Regional Advisory Committee and to the National Conference. Copies of the clippings from the major newspapers in New Mexico are included (Enclosure VIII).

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## A P P E N D I X

Enclosure I . . . . .	Agenda, Regional Advisory Committee Meeting, February 13, 1969
Enclosure II . . . . .	Agenda, Regional Advisory Committee Meeting, May 15, 1969
Enclosure III . . . . .	Agenda, National Conference, September 8-9, 1969
Enclosure IV . . . . .	Brochure, Division of Public Administration
Enclosure V . . . . .	Detailed Syllabi, Core Curriculum, Semester I, 1969-1970
Enclosure VI . . . . .	Faculty <u>Vitae</u>
Enclosure VII . . . . .	Biographic Data on Fellows
Enclosure VIII . . . . .	Newspaper Items



## Agenda

REGIONAL ADVISORY COMMITTEE MEETING  
SUN ROOM  
ALBUQUERQUE AIRPORT

February 13, 1969  
10:00 A.M.-2:00 P.M.

DR. FERREL HEADY, *Chairman*

- 10:00 A.M. DR. FERREL HEADY, President, The University of New Mexico
- 10:15 A.M. DR. C. WEST CHURCHMAN, Professor and Research Philosopher,  
Space Sciences Laboratory, University of California  
*Task Setting and Goal Achievement in Techno-Scientific Missions*
- 11:00 A.M. DR. GEORGE KOZMETSKY, Dean, College of Business Administration,  
University of Texas  
*New Concepts in Operational Control*
- 11:45 A.M. DR. ALBERT H. ROSENTHAL, Professor of Political Science, The University of New Mexico  
*Fellowship Announcements and Application Procedure*
- 12:15 P.M. Luncheon
- 1:30 P.M. DR. GERALD D. NASH, Professor of History, The University of New Mexico  
*Case Studies in Public Science Policy and Administration*  
Discussion
- 2:00 P.M. Adjournment

## Agenda

### REGIONAL ADVISORY COMMITTEE MEETING

SUN ROOM

ALBUQUERQUE AIRPORT

May 15, 1969

10:00 A.M.-2:00 P.M.

**DR. FERREL HEADY, *Chairman***

10:00 A.M. DR. FERREL HEADY, President, The University of New Mexico

10:10 A.M. DR. RENSIS LIKERT, Director, Institute of Social Research, University of Michigan

*Organizational Dynamics: Building Goal-Directed Structure*

11:00 A.M. MR. ELMER B. STAATS, Comptroller-General of the United States, Washington, D.C.

*Financial Aspects of the Administration of Science and Technology*

11:50 A.M. DR. HAROLD ORLANS, Brookings Institution, Washington, D.C.

*Developments in Government Policies Toward Science and Technology*

12:30 P.M. Luncheon

1:30 P.M. DR. ALBERT H. ROSENTHAL, Professor of Political Science, The University of New Mexico

*Announcement of Fellowship Awards*

Discussion

2:00 P.M. Adjournment

PROGRAM FOR ADVANCED STUDY IN  
PUBLIC SCIENCE POLICY AND ADMINISTRATION

Members, Regional Advisory Committee

DR. NORRIS E. BRADBURY—Director, Los Alamos Scientific Laboratory, Los Alamos, New Mexico  
COLONEL GEORGE T. BUCK—Commander, Air Force Missile Development Center, Holloman Air Force Base, New Mexico  
MAJOR GENERAL H. G. DAVISSON—Commander, White Sands Missile Range, New Mexico  
MR. FRANK C. DiLUZIO—President, Reynolds Electric Company, Las Vegas, Nevada  
LIEUTENANT GENERAL H. C. DONNELLY—Manager, Albuquerque Operations, Atomic Energy Commission, Albuquerque, New Mexico  
BRIGADIER GENERAL W. E. GERNERT—Vice Commander, Northern NORAD Region, North Bay, Ontario, Canada  
DR. REUBEN G. GUSTAVSON—formerly Chairman of the Board, Resources for the Future, Ford Foundation, Washington, D.C., Tucson, Arizona  
MR. WESLEY HYORNEVIK—Associate Director, Manned Spacecraft Center, National Aeronautics and Space Administration, Houston, Texas  
DR. JOHN A. HORNBECK—President, Sandia Corporation, Albuquerque, New Mexico  
MR. JOHN G. JASPER—Director, Health and Social Services, State of New Mexico, Santa Fe, New Mexico  
COLONEL DAVID R. JONES—Director, Air Force Weapons Laboratory, Kirtland Air Force Base, New Mexico  
REAR ADMIRAL WILLIAM H. LIVINGSTON, Deputy Commander, Field Command, Defense Atomic Support Agency, Sandia Base, New Mexico  
COLONEL BRITT S. MAY—Director, Air Force Directorate of Nuclear Safety, Kirtland Air Force Base, New Mexico  
MR. JAMES L. McCRAW—Deputy Manager, Albuquerque Operations, Atomic Energy Commission, Albuquerque, New Mexico  
DR. MIRON W. NEAL—Director, Department of Hospitals and Institutions, State of New Mexico, Albuquerque, New Mexico  
COLONEL JAMES E. PASCHALL—Commander, Air Force Special Weapons Center, Kirtland Air Force Base, New Mexico  
MR. RAY B. POWELL—Vice President, Sandia Corporation, Albuquerque, New Mexico  
MR. WILLIAM S. VANCE—President, Eberline Instrument Company, Santa Fe, New Mexico  
DR. WALTER D. WOOD—President, Dikewood Corporation, Albuquerque, New Mexico

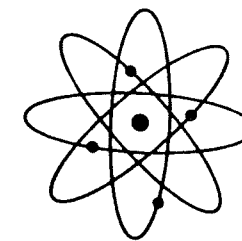
FELLOWS

IN-SERVICE

JOSE B. R. ANGLADA, City of Albuquerque  
ROBERT V. BATTEY, Manned Spacecraft Center  
VLADIMAR V. BERNIKLAU, Albuquerque Operations, Atomic Energy Commission  
JAMES E. BICKEL, Air Force Weapons Laboratory, Kirtland Air Force Base  
CHARLES A. BUCKEL, Manned Spacecraft Center  
ROBERT B. BUNKER, Air Force Special Weapons Center, Kirtland Air Force Base  
JUANITO V. CARRILLO, White Sands Missile Range  
LARRY G. DAMEWOOD, Manned Spacecraft Center  
WILL E. DeBUSK, White Sands Missile Range  
LARRY M. LANE, U. S. Bureau of Mines  
BALTAZAR E. MARTINEZ, Air Force Special Weapons Center, Kirtland Air Force Base  
JAMES S. PATTERSON, Defense Atomic Support Agency  
LESLIE J. SULLIVAN, Manned Spacecraft Center  
RICHARD E. UHRMANN, Kennedy Space Center  
CHARLES R. WOLFE, City of Albuquerque  
LT. PAUL A. ZIELIE, Air Force Weapons Laboratory, Kirtland Air Force Base

PRE-SERVICE

ROGER W. BANKS, University of New Mexico  
MAUREEN J. ROESCH, University of New Mexico



The University of New Mexico

Program for Advanced Study  
in

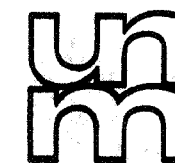
Public Science Policy and Administration

National Conference  
on  
Public Science Policy  
and Administration

September 8-9, 1969

Bishop's Lodge

Santa Fe, New Mexico



## Agenda

SEPTEMBER 8, 1969

DR. FERREL HEADY, CHAIRMAN

- 10:00 A.M. DR. FERREL HEADY, President, University of New Mexico
- 10:30 A.M. DR. JOHN FIROR, Director, National Center for Atmospheric Research  
*"Issues in Public Science Policy and Administration"*
- 11:15 A.M. DR. JOHN A. HORNBECK, President, Sandia Corporation  
MAJ. GEN. H. G. DAVISSON, Commander, White Sands Missile Range  
MR. ROGER W. JONES, Assistant Director, U. S. Bureau of the Budget  
MR. CLARENCE OHLKE, Head, Congressional and Public Affairs, National Science Foundation  
*Panel Discussion*
- 12:15 P.M. Luncheon  
MR. FRANCIS SMITH, Assistant Administrator for University Affairs, National Aeronautics and Space Administration  
*"Science Administration: What of Tomorrow?"*
- 2:30 P.M. DR. DWIGHT WALDO, Albert Schweitzer Professor, Syracuse University  
*"Some Issues in Preparing Science Administration Leadership for Tomorrow"*
- 3:15 P.M. MR. FRANK C. DiLUZIO, formerly Assistant Secretary, Interior Department; President, Reynolds Electric Company  
DR. DONALD M. MACARTHUR, Deputy Director, Defense Research and Engineering, Office of Secretary of Defense  
LT. GEN. H. C. DONNELLY, Manager, Albuquerque Operations, Atomic Energy Commission  
MR. RAY POWELL, Vice President, Sandia Corporation  
*Panel Discussion*

## Agenda

SEPTEMBER 9, 1969

- 10:00 A.M. DR. FERREL HEADY, President, University of New Mexico  
DR. CHESTER TRAVELSTEAD, Academic Vice President, University of New Mexico  
*The University of New Mexico Program*
- 10:30 A.M. MR. WESLEY HJORNEVIK, Associate Director, Manned Spacecraft Center  
*"Concepts in Public Science Policy and Administration"*
- 11:15 A.M. MR. JAMES L. McCRAW, Deputy Manager, Albuquerque Operations, Atomic Energy Commission  
MR. HAROLD H. LEICH, Chief, Policy Development Division, U. S. Civil Service Commission  
COL. GEORGE T. BUCK, Commander, Air Force Missile Development Center, Holloman  
DR. GEORGE GRAHAM, Executive Director, National Academy of Public Administration  
*Panel Discussion*
- 12:15 P.M. Luncheon  
DR. C. WEST CHURCHMAN, Professor, Space Sciences Laboratory, University of California  
*"The Challenge of Public Science Administration"*
- 2:30 P.M. DR. ALBERT H. ROSENTHAL, Director, Division of Public Administration, University of New Mexico  
*"Concepts and Curriculum—Public Science Policy and Administration"*  
DR. E. H. CAPLAN, Professor, School of Business and Administrative Sciences  
DR. G. J. BOYLE, Professor, Department of Economics  
DR. J. M. HUNGER, Director, Urban Observatory, Assistant Professor, Division of Public Administration  
*Panel Discussion*

## The University of New Mexico

DR. FERREL HEADY—*President*  
DR. CHESTER TRAVELSTEAD—*Academic Vice President*  
DR. ALBERT H. ROSENTHAL—*Director*

## SAMPLE COURSE SCHEDULE

A typical student's program for the year might follow this pattern.

SEMESTER I			Graduate Credit
Public Administration	421	Public Administration	3
Economics	445	The Budget Process	3
Business Administration	551	Problems in Decision Making and Manage- ment Control I	3
Public Administration	597	Research Methodology	3
Elective			3
Total Semester I			15

SEMESTER II			
Public Administration	422	The Administrative Process	3
Public Administration	425	Public Personnel Administration	3
Business Administration	522	Problems in Decision Making and Manage- ment Control II	3
Public Administration	598	Research Methodology	3
Elective			3
Total Semester II			15
Public Administration	599	Master's Thesis (Plan I Students) (Internship for Pre-Service Fellows)	6
Total Program			36

## FACULTY

In addition to regular University of New Mexico faculty, the Division utilizes distinguished visiting professors and science administrators during each academic year.

The instructional program is built on a team and interdisciplinary approach, using a highly qualified academic person in combination with a highly qualified practitioner in the public service. The case study method is employed to describe in detail some actual processes in the everyday decision-making process of Public Administration.

## INTERNSHIP

Graduate students who have not had government experience are eligible for internships in local, state, or federal government agencies—the length of the internships varying from three months to one year—with salary paid by the agency.

## APPLICATION INFORMATION

All candidates for the Public Administration degree program should apply for admission to the University of New Mexico Graduate School. Deadline for Graduate School admission usually is two to three months prior to the opening of the fall semester. (See the University of New Mexico Graduate School Bulletin.)

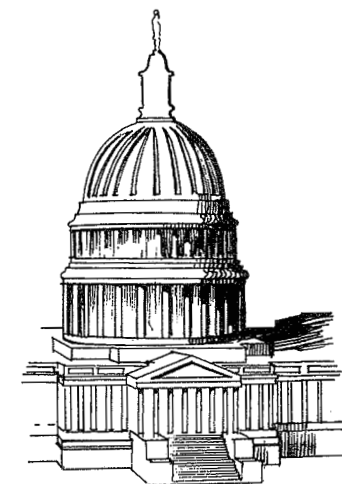
*Further information may be obtained from:*

*Dr. Albert H. Rosenthal, Director  
Division of Public Administration  
The University of New Mexico  
Albuquerque, New Mexico 87106*

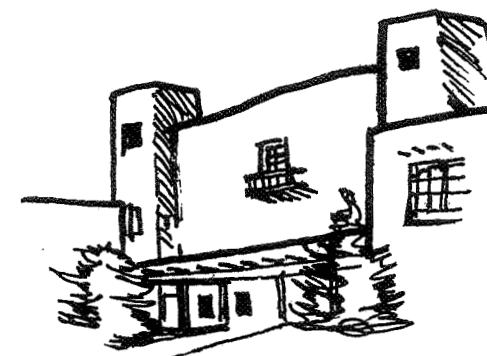


## THE UNIVERSITY OF NEW MEXICO DIVISION OF PUBLIC ADMINISTRATION

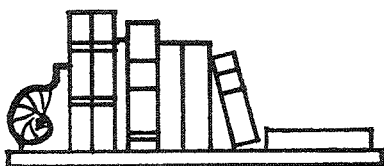
Dr. Ferrel Heady, President  
Dr. Chester C. Travelstead,  
Academic Vice President  
Dr. Albert H. Rosenthal, Director,  
Professor of Political Science



# Division of Public Administration



the university of new mexico



## MASTER OF ARTS DEGREE IN PUBLIC ADMINISTRATION

The need for qualified personnel at every level of government has led the University of New Mexico to institute an interdisciplinary Division of Public Administration to prepare students in a graduate program for careers in the public service.

The University offers a Master of Arts degree in Public Administration built around a core curriculum in Public Administration, but permitting a number of options for persons with different interests.

The inter-departmental and inter-school nature of the program is designed to utilize all of the University's resources relating to Public Administration and to offer students a broad choice in professional preparation.

Course offerings within the Division are set up to provide (1) general preparation for students seeking to enter career service at an entrance level in local, state, or federal government; (2) special preparation in the administrative and policy aspects of the public service for persons who already have achieved some subject-matter competence; and, (3) upgrading courses for persons already in the public service.

### PUBLIC SCIENCE POLICY AND ADMINISTRATION

The Program for Advanced Study in Public Science Policy and Administration, in the Division, offers a special focus on public science policy and administration for scientists and administrators presently engaged in middle management positions in scientific industries and agencies, and for students with advanced study in fields of science, engineering, and administration.

## OPTION CHOICE

Students enrolled in the regular Master of Arts degree program are afforded two options. Plan I provides for 30 hours of course work plus a thesis. Plan II calls for 36 hours of study, of which six hours may be earned through participation in an internship in Public Administration, working within a government agency. Students without public service experience will be encouraged to take the Plan II option, while those who have had experience in the public service will be encouraged to follow the Plan I option, including either a thesis or the substitution of additional course work.

Candidates entering the degree program under either plan are expected to have a basic understanding of the nature of the American political system and to have knowledge of the basic principles of economics and quantitative analysis. Students with otherwise strong qualifications, but with serious deficiencies in these areas, may be required to make up their deficiencies by additional course work beyond the core curriculum and ordinary electives.

In every case the student's entire program is planned in conjunction with his faculty adviser. A wide choice of electives permits him either to broaden his knowledge of other fields related to Public Administration or to concentrate on areas of Public Administration or public policy in which he is particularly interested.

In addition to core courses and electives, special courses and seminars are offered to meet needs in a number of government areas. For example, a program in Urban Affairs is offered for students particularly interested in local government. Visiting professors and distinguished science administrators in the Division's Program for Advanced Study in Public Science Policy and Administration each year participate in seminars in this field.

## LEGAL AND JUDICIAL ADMINISTRATION

Law students at the University of New Mexico who are entering their second year of legal studies may enter the program and work for both a law degree and the Master of Arts in Public Administration. The twin degree program ordinarily will require summer study.

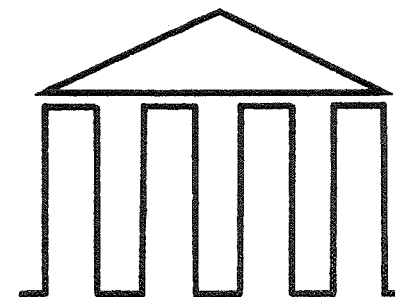
## CORE CURRICULUM

The core program, which all students take, includes the following courses:

		UNITS
Pub. Adm.	421 Public Administration	3
Economics	445 The Budget Process	3
Bus. Adm.	551 Problems in Decision Making and Management Control	3
Pub. Adm.	422 The Administrative Process	3
Pub. Adm.	500 Internship in Pub. Adm. (for Plan II students)	
Pub. Adm.	599 Master's Thesis (for Plan I students)	6
		18 hours
Electives		18 hours
		36 hours

Electives designed to provide a greater depth in the student's chosen field of Public Administration include such courses as Public Personnel Administration, Public Finance, Seminar in Administrative Research and Reporting, Research Methodology, Administrative Law, Public Science Administration I, Public Science Administration II, Urban Affairs, and Intergovernmental Administrative Relations.

Electives which may be taken to broaden the student's knowledge of other areas related to Public Administration are offered in Political Science, Economics, Sociology, Psychology, Spanish, Business Administration, Philosophy, History, and other departments.



From: Graduate Bulletin  
University of New Mexico

## PUBLIC ADMINISTRATION

Professors Rosenthal (Director), Boyle, Caplan; Assistant Professor Hunger.

The Master of Arts degree in Public Administration is offered under Plan I or Plan II. It is intended for persons planning careers in public service at the national, state, or local levels. Candidates entering the program must have a bachelors degree and are expected also to have a basic understanding of the nature of the American political system and have the basic principles of economics and quantitative analysis. Students with otherwise strong qualifications, but with serious deficiencies in these areas, may be required to make up these deficiencies by additional course work beyond the program here described.

The program leading to the Master of Arts degree in Public Administration is inter-disciplinary and is organized around a core program with added electives. Students without public service experience will be encouraged to take the Plan II option, including an internship in public service, assuming that can be arranged. Students with public service experience may either follow the Plan I option, including the writing of a Master's thesis or substitute additional course work for the internship under Plan II. The student's entire program is planned in conjunction with his faculty advisor. A wide choice of electives permits him either to broaden his knowledge of other fields related to public administration or to concentrate on areas of public administration or public policy in which he is particularly interested.

	Core Program	Units
Public Administration 421	Public Administration	3
Economics 445	The Budget Process	3
Business Administration 551	Decision Making and Management Control	3
Public Administration 422	The Administrative Process	3
Public Administration 500	Internship in Public Administration (for Plan II students)	6
Public Administration 599	Master's Thesis (for Plan I students)	
		<hr/> 18 hrs.
Electives		18 hrs.
	Total Program	<hr/> 36 hrs.

Electives will include courses in Political Science, Economics, Sociology, the Spanish language, Psychology, Business Administration, Philosophy, History, and other fields.

Students with a satisfactory academic or experience background in the field may complete the requirements for the degree by satisfying the minimum number of hours established by the Graduate School.

University of New Mexico  
Division of Public Administration

SEMINAR - PUBLIC SCIENCE POLICY AND ADMINISTRATION  
PUBLIC ADMINISTRATION 595

SYLLABUS  
Professor Albert H. Rosenthal  
Semester I, 1969 - 1970

Topics

- I. Approaches to Public Science Policy and Administration
- II. Personnel Administration in Science and Technology
- III. Identification and Development of Administrative Personnel
- IV. Guiding Work Relationships: Scientist-Engineer-Administrator
- V. Administrative Organization in Science Agencies
- VI. Executive Control and Systems Management
- VII. Fiscal Administration in Science Agencies
- VIII. Task Setting and Goal Achievement in Techno-Scientific Missions
- IX. Developments in Government Policies in Science Administration
- X. Anticipating the Future: Reevaluating Goals, Tasks and Missions

Text Books

Don K. Price, The Scientific Estate, Galaxy, 1965.  
Michael D. Reagan, Science and the Federal Patron, Oxford Univ. Press, 1969.  
Daniel S. Greenberg, The Politics of Pure Science, New American Library, 1967.  
Robert Gilpin and Christopher Wright, Scientists and National Policy-Making,  
Columbia Univ. Press, 1964.  
Harold Orlans, Science Policy and the University, Brookings Institution, 1968.  
United States Government Organization Manual.

Periodicals and Documents

Science, current issues, published by American Association for the Advancement  
of Science.  
Daedalus, current issues, published by American Academy of Arts and Sciences.  
Public Administration Review, current issues, published by American Society  
for Public Administration.  
Report of Committee on Aeronautical and Space Sciences, U. S. Senate.  
Report of Subcommittee on Science, Research, and Development of the Committee  
on Science and Astronautics, U. S. House of Representatives.

Annual Reports

United States Aeronautics and Space Activities, 1968  
National Center for Atmospheric Research  
National Science Foundation



SEMINAR - PUBLIC SCIENCE POLICY AND ADMINISTRATION  
PUBLIC ADMINISTRATION 595

SYLLABUS

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
I. <u>APPROACHES TO PUBLIC SCIENCE POLICY AND ADMINISTRATION</u>	Sep.17 Sep.24	Sep.19
A. Definition, Scope, Readings		
B. Historical Development	<u>Visiting Lecturer:</u> <u>Mr. James L. McCraw,</u> Deputy Manager, Albuquerque Operations Atomic Energy Commission	
C. Policy Levels		
D. Types of Science Administrative Agencies		
By Organization		
Coordinative Agencies		
Regular Departments		
Independent Agencies		
Government Corporations		
Public-Private Companies		
Foundations		
Private Companies		
By Method of Administration		
Total Contract		
Partial Contract		
In-House		
Captive Contract		
E. Approaches		
Organizational - Institutional		
Economic - Contractual		
Political		
Philosophical - Conceptual		
Educational		

Readings:

Peter F. Drucker, The Age of Discontinuity, Chapters 1, 2 and 3.  
Don K. Price, The Scientific Estate, Chapters 1, 2, 6, 7 and 8.  
Michael D. Reagan, Science and the Federal Patron, Chapters 1 and 2.  
Robert Gilpin and Christopher Wright, Scientists and National Policy-Making,  
pp. 1-18, 19-40.  
Daniel S. Greenberg, The Politics of Pure Science, Chapters I, III and VIII.  
Dwight C. Waldo, The Administrative State: A Study of the Political Theory of  
American Public Administration.  
Dwight C. Waldo, The Study of Public Administration.  
Dwight C. Waldo, Comments on "Research on Government, Politics, and Administration,"  
Research for Public Policy, Washington: Brookings Institution, 1961, pp. 21-29.  
John A. Coffee, "While Tracking the Skies," Civil Service Journal, Vol. 10, No. 1,  
July-September 1969, pp. 6-9.  
C. P. Snow, "The Moon Landing," Look, August 26, 1969, pp. 68-73.  
H. Roback, "Do We Need a Department of Science and Technology?" Science, 4 July  
1969, Vol. 165, No. 3888, pp. 36-44.

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
II. <u>PERSONNEL ADMINISTRATION IN SCIENCE AND TECHNOLOGY</u>		Sep. 26
A. Scope and Importance - Shortage of Managerial Skill	Oct. 1 Oct. 8	Oct. 3
B. The Function of the Science Administrator	<u>Visiting</u> <u>Lecturer:</u> <u>Mr. Ray Powell,</u> Vice President, Sandia Corp.	
C. Typical Duties of a Federal Science Manager		
D. Should the Technical Manager Have a Science Background?		
E. Creating a Management Climate for Effective Research		
F. The Dual Ladder System		
G. Examining, Training, and Promotion Concepts		
H. Issues and Problems		

Readings:

- Nicholas J. Oganovic and Harold H. Leich, Human Resources for Science Administration: Can Quality Be Enhanced?
- O. Glenn Stahl, Public Personnel Administration, Chapter 3.
- Robert T. Golembewski, Public Administration: Readings, pp. 190-199; 276-280; 331-337; 444-448.
- Harold Stein, Public Administration and Policy Development: A Case Book, Case Studies: "The Glavis-Ballinger Dispute" and "The National Labor Relations Board Field Examiner."
- Gerald D. Bell, Organizations and Human Behavior, pp. 1-77; 77-134; 155-160; 172-184; 199-218.
- Laurence J. Peter, The Peter Principle.
- Philip M. Boffey, "Key NSF Hearings Open With Handler," Science, 28 March 1969, Vol. 163, No. 3874, News and Comment, p. 1433.
- T. F. A. Plaut, "Social Science in the Marketplace," Science, 11 July 1969, Vol. 165, No. 3889, Letters, p. 121.
- R. S. Morison, "Science and Social Attitudes," Science, 11 July 1969, Vol. 165, No. 3889, Articles, p. 150.
- "Draft Caused Drop in Graduate Science Enrollments," Science, 11 July 1969, Vol. 165, No. 3889, News and Comment, p. 162.
- "McElroy Discussed as NSF Director," Science, 20 June 1969, Vol. 164, No. 3886, News and Comment, p. 1377.
- "Nixon Chooses OST Deputy Director," Science, 13 June 1969, Vol. 164, No. 3885, News and Comment, p. 1263.
- "NSF Director: Nixon Admits He Was Wrong," p. 532, and "Confrontation at Stanford," Exit Classified Research," p. 534, Science, 2 May 1969, Vol. 164, No. 3879.
- "Houston MSC: Community with a Space Complex," p. 265; "HEW Security Checks Said To Bar Qualified Applicants to PHS," p. 269; and "Senate Hearings on Campus Disorders," p. 270, Science, 18 July 1969, Vol. 165, No. 3890.
- "Science Policy Studies," Science, 8 August 1969, Vol. 165, No. 3893, Editorial, p. 547.

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
III. <u>IDENTIFICATION AND DEVELOPMENT OF ADMINISTRATIVE PERSONNEL</u>		Oct.10
A. Administrative Capabilities in Relation to Public Needs	Oct.15	Oct.17
B. Administration in a Technological Environment	<u>Visiting Lecturer:</u> <u>Mr. Art Sanderson,</u> Chief, Personnel Office Marshall Space Flight Center, Huntsville, Ala.	
C. Tasks of Scientific Administrators		
D. Methods of Developing Administrative Talent		
E. The Environment of Development		
F. Information Content for Development		
G. Policy Basis for Staff Development		

Readings:

- Lynton K. Caldwell, Identification and Development of Administrative Talent.  
 O. Glenn Stahl, Public Personnel Administration, Chapter 14.  
 Robert T. Golembewski, Public Administration: Readings, pp. 357-362; 412-420; 448-454; 476-482.  
 Gerald D. Bell, Organizations and Human Behavior, pp. 208-217; 282-289.  
 Daniel S. Greenberg, The Politics of Pure Science, Chapter VII.  
 Don K. Price, The Scientific Estate, Chapter 4.  
 Robert Gilpin and Christopher Wright, Scientists and National Policy-Making, pp. 373-396.  
 David Stanley, The Higher Federal Service, Chapters I, III, V and VII.  
 Kilpatrick, Cummings and Jennings, The Image of the Federal Service, Chapters I, VII, X and XI.  
 Albert H. Rosenthal, "Preparing the Science Administrators of Tomorrow," Public Personnel Review, April 1969.  
 David R. Segal and Daniel H. Willick, "The Reinforcement of Traditional Career Patterns in Agencies Under Stress," Public Administration Review, Vol. XXVIII, No. 1, January-February 1968.  
 F. Reif, "Science Education for Nonscience Students," Science, 30 May 1969, Vol. 164, No. 3883, Articles, pp. 1032-36.  
 J. Platt, "The University as a Five-Legged Animal," Science, 15 August 1969, Vol. 165, No. 3894, Editorial, p. 649.  
 K. R. Coburn and P. Plato, "Campus Signs and Times," Science, 18 July 1969, Vol. 165, No. 3890, Letters, p. 234.  
 John Lear, "Will the Science Brain Bank Go Conglomerate?" Saturday Review, July 5, 1969, Science, pp. 37-43.

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
IV. <u>GUIDING WORK RELATIONSHIPS: SCIENTIST-ENGINEER-ADMINISTRATOR</u>	Oct.22 (Oct.24-H)	Oct. 29 Oct.31
A. Nature of the Problem	<u>Visiting Lecturers:</u> Mr. Wesley Hjernevik, Associate Director, Manned Spacecraft Center NASA, Houston  <u>J. F. Embling, Esq.</u> Assistant Under- Secretary of State, Education & Science London, England	
B. Early History		
C. Organization and Operational Framework		
D. Nature of Negative Factors		
E. Alternative Methods of Solution		
Pattern of Organization		
Decentralized Responsibilities		
Laboratory Environment		
Relationship to Operations		
F. Case Example		

## Readings:

- Wesley Hjernevik, Guiding Work Relationships Among Scientific, Engineering and Administrative Professionals
- Michael D. Reagan, Science and the Federal Patron, Chapters 3 and 9.
- O. Glenn Stahl, Public Personnel Administration, Chapters 12, 17 and 19.
- Gerald D. Bell, Organizations and Human Behavior, pp. 151-154, 255-264.
- Amitai Etzioni, Modern Organizations, Prentice-Hall, 1964.
- Barney G. Glaser, Organizational Scientists: Their Professional Careers.
- Karl B. Hill, ed., The Management of Scientists, Beacon Press, 1964.
- Daniel Katz and Robert L. Kahn, The Social Psychology of Organizations, Wiley, 1966.
- Leonard R. Sayles, Managerial Behavior, McGraw-Hill, 1964.
- Calvin W. Taylor and Frank Barron, eds., Scientific Creativity: Its Recognition and Development, Wiley, 1963.
- Lee O. Thayer, Administrative Communication, Richard D. Irwin Co., 1961.
- William Kornhauser, Scientists in Industry: Conflict and Accommodation, University of California Press, 1962.
- Mark Abrahamson, The Professional in the Organization, Rand McNally, 1967, p. 133.
- Donald C. Pelz and Frank M. Andrews, Scientists in Organizations, Wiley, 1966.
- Simon Marcson, The Scientist in American Industry, Harper, 1960.
- Luther J. Carter, "Lunar Science Institute: Link Between NASA and Academe," Science, 21 March 1969, Vol. 163, No. 3873, News and Comment, pp. 1311-13.
- "Water Pollution Control: Trouble at Headquarters," p. 572; and "Report Says Social Sciences Can Help Avoid Policy Goofs," p. 574, Science, 8 August 1969, Vol. 165, No. 3893.
- Peter F. Drucker, "The Executive's Job in Its Three Dimensions," The Commercial Letter, a magazine published by the Canadian Imperial Bank of Commerce, Toronto, Canada, p. 2

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
V. <u>ADMINISTRATIVE ORGANIZATION IN SCIENCE AGENCIES</u>	Nov. 5 Nov.12	Nov. 7 Nov.14
A. Organization Theory		
B. Alternative Pattern of Organization		
C. Federal, State and Local Patterns of Organization		
D. Intergovernmental Relations		
E. Organizational Dynamics		
F. Issues and Problems		

Visiting Lecturer:  
Dr. Michael D. Reagan,  
Univ. of California,  
at Riverside

#### Readings:

Rensis Likert, Organizational Dynamics: Building Goal-Directed Structure.  
Michael D. Reagan, Science and the Federal Patron, Chapter 7.  
Don K. Price, Government and Science, Chapter 3.  
Don K. Price, The Scientific Estate, Chapter 3.  
C. H. Danhof, Government Contracting and Technological Change, Chapters VI, VII and X.  
Harold Orlans, Contracting for Atoms.  
H. L. Nieburg, In the Name of Science, Chapters 10-13, 17.  
U. S. Government Organization Manual.  
National Science Foundation Annual Report.  
National Bureau of Standards Annual Report.  
Daniel S. Greenberg, The Politics of Pure Science, Chapter VI.  
George Steiner and William Ryan, Industrial Project Management, Chapters I, II, III and IV.  
Laurence J. Peter, The Peter Principle.  
Gerald D. Bell, Organizations and Human Behavior, pp. 282-289.  
Peter F. Drucker, The Age of Discontinuity, Chapters 8, 9, 10 and 11.  
Bertram M. Gross, Organizations and Their Managing, Chapters 1-5, 8-10, 11-20.  
United States Aeronautics and Space Activities, 1968, Report to the Congress from The President of the United States.  
Annual Report, NCAR Research and Facilities Programs, 1968, National Center for Atmospheric Research, Boulder, Colorado.  
"Intergovernmental Relations: A Symposium," Public Administration Review, Vol. XXVIII, No. 1, January-February 1968, pp. 3-29.  
Science, Technology and Public Policy During the Ninetieth Congress, First and Second Sessions, 1967-68, Report of the Subcommittee on Science, Research, and Development of the Committee on Science and Astronautics, U. S. House of Representatives, July 1969, Chapter VII.  
Dennis J. Palumbo, "Power and Role Specificity in Organization Theory," Public Administration Review, Volume XXIX, No. 3, May-June 1969, pp. 237-248.

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
VI. <u>EXECUTIVE CONTROL AND SYSTEMS MANAGEMENT</u>	Nov.19	Nov.21
A. Responsibility of the Executive	Nov.26	(Nov.28H)
B. Management Controls	<u>Visiting Lecturer:</u> <u>Lt. Gen. H. C. Donnelly,</u> <u>Manager, Albuquerque</u> <u>Operations, AEC</u>	
C. Systems Management		
D. Decision Making in Public Agencies		

## Readings:

- George Kozmetsky, New Concepts in Operational Control.  
 Peter F. Drucker, The Age of Discontinuity.  
 David R. Hampton, Charles E. Summer and Ross A. Webber, Organizational Behavior and the Practice of Management, Chapters I, II, III and IV.  
 C. West Churchman, Prediction and Optimal Decisions, Chapter I.  
 Richard Neustadt, Presidential Power.  
 Theodore Sorensen, Decision Making in the White House  
 Bertram M. Gross, Organizations and Their Managing, Chapter 21.  
 Anthony, Dearden and Vancil, Management Control Systems, Chapter 1.  
 C. West Churchman, The Systems Approach, Delacore Press, 1968.  
 Burton V. Dean, Application of Operations Research to R & D, Wiley, 1963.  
 Burton V. Dean, Evaluating, Selecting and Controlling R & D Projects, American Management Association, 1968.  
 E. Duer Reeves, Management of Industrial Research, Reinhold, 1967, pp. 17-28.  
 Peter C. Sandretto, The Economic Management of Research and Engineering, Wiley, 1968.  
 Frederick J. Taylor, Principles of Scientific Management, Norton, 1967.  
 Leonard Hein, The Quantitative Approach to Marginal Decision, Prentice-Hall, 1967.  
 E. W. Martin, Jr., Electronic Data Processing, Richard Irwin, 1965.  
 Arthur D. Hall, Methodology for Systems Engineering, Van Nostrand, 1962.  
 R. Duncan Luce and Howard Raiffa, Gains in Decision, Wiley, 1965  
 R. M. Hower and C. D. Orth, "Managers and Scientists," Graduate School of Business Administration, Harvard University, 1963.  
 James B. Quinn, "How to Evaluate Research Output," Harvard Business Review, Vol. 38, No. 2, March 1960, pp. 69-80.  
 Ridgeway, "Dysfunctional Consequences of Performance Measurement," Hampton text, pp. 255-60.  
 Edwin H. Caplan, "Management Accounting and the Behavioral Sciences," Management Accounting, June 1969. (Reprint on reserve in Library.)

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
VII. <u>FISCAL ADMINISTRATION IN SCIENCE AGENCIES</u>	Dec. 3 Dec.10	Dec. 5 Dec.12
A. The Administrative Budget	<u>Visiting Lecturer:</u> <u>Mr. William D. Carey,</u> <u>Arthur D. Little Co.,</u> <u>Washington, D. C.</u>	
B. Performance Budgeting		
C. Accounting Methods and Control		
D. Auditing in Public Agencies		
E. Issues and Problems		

## Readings:

- Elmer B. Staats and William D. Carey, Fiscal and Management Dilemmas in Science Administration.
- Jesse Burkhead, Government Budgeting, Chapters 1, 2 and 3.
- U. S. Bureau of the Budget, The Budget of the United States Government, 1970.
- U. S. Bureau of the Budget, "Federal Research, Development, and Related Programs," Special Analyses, Budget of the United States, Fiscal Year 1970.
- U. S. Civil Service Commission, Teaching Cases in Planning, Programming, Budgeting, 1968 and 1969.
- Wade P. Seuell, The Analysis and Evaluation of Public Expenditures: The PPB System, Volumes I, II and III.
- Daniel S. Greenberg, The Politics of Pure Science, Chapter 9.
- Michael D. Reagan, Science and the Federal Patron, pp. 270-302.
- Report of the Subcommittee on Science, Research and Development of the Committee on Science and Astronautics, U. S. House of Representatives, July 1969, Science, Technology, and Public Policy During the Ninetieth Congress, Chapter 8.
- Allen Schick, "Systems Politics and Systems Budgeting," Brookings Institution.
- John Walsh, "New York Academy of Sciences: Report on Impact of Federal Cuts," Science, 3 January 1969, Vol. 163, No. 3862, News and Comment, pp. 56-57.
- "House Panel Kind to NSF Budget but Trims Some Programs," Science, 9 May 1969, Vol. 164, No. 3880, News and Comment, p. 656.
- M. D. Reagan, "Congress Meets Science: The Appropriations Process," Science, 23 May 1969, Vol. 164, No. 3882, Articles, pp. 926-30.
- "Concorde: The Costs Are Rising, But So Are Prospects for Success," p. 374;  
 "Seminar for Science Policy Group," p. 378; and "W. D. McElroy: An Old Incident Embarrasses the New NSF Director," p. 379, Science, 25 July 1969, Vol. 165, No. 3891.
- Yehezkel Dror, "PPB and the Public Policy-Making System: Some Reflections on the Papers by Bertram M. Gross and Allen Schick," Public Administration Review, Vol. XXIX, March-April 1969, No. 2.

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
VIII. <u>TASK SETTING AND GOAL ACHIEVEMENT IN TECHNO-SCIENTIFIC MISSIONS</u>	Dec.17 Jan. 7	Dec.19
A. Value Systems	<u>Visiting Lecturer:</u> <u>Dr. C. West Churchman,</u> <u>University of California</u> <u>at Berkeley</u>	
B. Goals of Top Management		
C. Designing the Research Task		
D. Assessing the Environment		
E. Communications in Large Scale Organizations		
F. Controls		
G. Issues and Problems		

## Readings:

- C. West Churchman, Task Setting and Goal Achievement in Techno-Scientific Missions.  
Don K. Price, The Scientific Estate, Chapters 3 and 5.  
Robert Gilpin and Christopher Wright, Scientists and National Policy-Making, pp. 97-112; 113-143.  
Michael D. Reagan, Science and the Federal Patron, pp. 225-240.  
Harvey Brooks, The Government of Science, Chapters 1, 2, 3, 4, 5, 6 and 10.  
R. L. Ackoff and M. Sasieni, Fundamentals of Operations Research, Wiley, 1968.  
S. Beer, Decision and Control, Wiley, 1966.  
C. West Churchman, Challenge to Reason, McGraw-Hill, 1968.  
C. West Churchman, Prediction and Optimal Decision, Prentice-Hall, 1961.  
T. S. Kuhn, The Structure of Scientific Revolutions, University of Chicago Press, 1962.  
Rensis Likert, The Human Organization, McGraw-Hill, 1967.  
D. McGregor, The Human Side of Enterprise, McGraw-Hill, 1960.  
Donald C. Pelz and Frank M. Andrews, Scientists in Organizations, Wiley, 1966, p. 112.  
L. R. Sayles and George Strauss, Human Behavior in Organizations, Prentice-Hall, 1966, p. 347.  
J. Seigman, N. R. Baker and A. H. Rubenstein, Control Mechanisms in the Idea Flow Process: Model and Behavioral Study, Evanston, Ill., The Technological Press.  
Herbert A. Simon, Administrative Behavior, New York, The Free Press, 1965, p. 5.  
H. L. Dryden, "Responsibilities of the Research Director," in G. P. Bush and H. L. Hattery, Scientific Research: Its Administration and Organization, American University Press, 1950.  
Raymond Miles, "Human Relations or Human Resources?" Harvard Business Review, July 1965.  
Edgar Schein and others, "Career Orientations and Perceptions of Rewarded Activity in Research Organizations," Administrative Science Quarterly, Vol. 9, No. 4, March 1965, pp. 333-49.  
Renato Tagiuri, "Value Orientations and the Relationship of Managers and Scientists," Administrative Science Quarterly, 1965.  
R. L. Ackoff and M. Martin, "The Dissemination and Use of Recorded Scientific Information," Management Science, 1963, pp. 322-26.  
Norman Kaplan, "The Role of the Research Administrator," Administrative Science Quarterly, Vol. 4, June 1959.



<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
IX. <u>DEVELOPMENTS IN GOVERNMENT POLICIES IN SCIENCE-ADMINISTRATION</u>	Jan. 14	Jan. 9 Jan. 16
A. Government Policies and Practices - Historical Development	<u>Visiting Lecturers:</u> <u>Mr. Richard Heim,</u> Office of Senator Clinton P. Anderson  <u>Gov. John M. Campbell</u>	
B. The Private and Public Sectors		
C. Big Science and the Universities		
D. New Technology by Contract		
E. The Politics of Science		

Impact of Science Policy on Government

Impact of Government Structure and Public  
Policy on Scientific Development

#### Readings:

- Harold Orlans, Developments in Government Policies Toward Science and Technology.  
Harold Orlans, Contracting for Atoms, Chapters I, II, III, IV, VI, XII and XIII.  
Clarence H. Danhof, Government Contracting and Technological Change, Chapters I, II, III, IV, V, and IX.  
A. Hunter Dupree, Science in the Federal Government, Chapters I, II, III, XIV, XV, and XIX.  
Don K. Price, Government and Science, Chapters III, V, VI and VII.  
Harold Orlans, Science Policy and the University, A Symposium, Elmer B. Staats, "Making the 1967 Science Budget," pp. 213-232; Herbert Roback, "Presenting Scientific and Technical Programs to the Congress," pp. 233-264; William D. Carey, "Equipping Congress to Deal with Science," pp. 264-279; Alvin Weinberg, "Government Allocations to Basic Research," pp. 153-164; Hendrik W. Bode, "Allocation of Federal Support Among Scientific Fields," pp. 133-152.  
Harvey Brooks, The Government of Science, Chapter I.  
Report of the Subcommittee on Science, Research and Development of the Committee on Science and Astronautics, U. S. House of Representatives, Science, Technology, and Public Policy During the Ninetieth Congress, Chapters I, II, V and VIII.  
Michael D. Reagan, Science and the Federal Patron, Chapters 1 and 2.  
Robert Gilpin and Christopher Wright, Scientists and National Policy-Making, pp. 174-239; 240-256; 257-302.  
Daniel S. Greenberg, The Politics of Pure Science, pp. 270-295.  
E. B. Skolnikoff, "Public Challenge of Government Action," Science, 2 May 1969, Vol. 164, No. 2879, Editorial, p. 499.

<u>Topic</u>	<u>Wed.</u>	<u>Fri.</u>
X. <u>ANTICIPATING THE FUTURE: REEVALUATING GOALS, TASKS, AND MISSIONS</u>	Jan.21	Jan.23
A. Public Support of Science	<u>Visiting Lecturer:</u> <u>Dr. R. G. Gustavson,</u> <u>Formerly Chairman,</u> <u>Resources for the</u> <u>Future, Ford Foundation</u>	
B. The Role of the Scientist in Formulating Public Policy		
C. The Role of the Administrator in Formulating Public Policy in Science		
D. University Contributions in Science Policy and Research		
E. Scientific Management Concepts and Systems Applicable to Meeting "People Problems"		

## Readings:

- A. Hunter Dupree, Science in the Federal Government, Chapters I, II, III, IV, VII, VII, IX, XI, XII, XIII, XIV, XV and XIX.
- C. P. Snow, The Two Cultures: And A Second Look.
- Bertram M. Gross, A Great Society?, Chapters 1, 9 and 10.
- "Britain: Scientists Form New Group to Promote Social Responsibility," Science, 23 May 1969, Vol. 164, No. 3882, News and Comment, pp. 931-32.
- A. E. Colas, "University Gains from Federal Research," Science, 16 May 1969, Vol. 164, No. 3881, Letters, p. 769.
- W. J. Price and L. W. Bass, "Scientific Research and the Innovative Process," Science, 16 May 1969, Vol. 164, No. 3881, Articles, pp. 802-806.
- J. Muir, "Humanitarian Research," Science, 15 August 1969, Vol. 165, No. 3894, Letters, pp. 645.
- O. Harkavy, F. S. Jaffe, and S. M. Wishik, "Family Planning and Public Policy: Who Is Misleading Whom?", Science, 25 July 1969, Vol. 165, No. 3891, Articles, pp. 367-73.
- P. D. McTaggart-Cowan and R. E. Feeney, "Public Policy: Analyses and Criticism," Science, 8 August 1969, Vol. 165, No. 3893, Letters, p. 543.
- "Science Policy Studies," Science, 8 August 1969, Vol. 165, No. 3893, Editorial, p. 547.
- O. M. Solandt, "The Control of Technology," Science, 1 August 1969, Vol. 165, No. 3892, Editorial, p. 445.
- Science, 1 August 1969, Vol. 165, No. 3892, Book Reviews, reviewed by K. E. Boulding, "Technology, Engineering, and Economics and the Careless Atom," p. 483.
- Philip H. Abelson, "Overconfidence in American Technology," Science, 21 March 1969, Vol. 163, No. 3873, editorial, p. 1275.
- L. A. DuBridge, "Science Serves Society," Science, 6 June 1969, Vol. 164, No. 3884, Articles, pp. 1137-40.
- Science, 23 May 1969, Vol. 164, No. 3882, Editorial, "Identifying and Moving Toward National Goals," p. 909.

PROGRAM FOR ADVANCED STUDY IN PUBLIC SCIENCE POLICY AND ADMINISTRATION

SYLLABUS AND READING LIST

Business Administration 551 - Problems in Decision Making and Management Control

Professor Edwin H. Caplan

Semester I, 1969-70

Tuesday-Thursday

3:30-4:45 P.M.

Room BA 124

TEXTS: Organizational Behavior and the Practice of Management,  
David R. Hampton, Charles E. Summer, and Ross A. Webber;  
Scott, Foresman & Co., Glenview, Ill., 1968

Prediction and Optimal Decision, C. West Churchman,  
Prentice-Hall, Englewood Cliffs, N. J., 1961

Design for Decision, Irwin D. Bross, Freepress,  
New York, 1965

Eupsychian Management, Abraham H. Maslow, R. D. Irwin Co.,  
1965

I. ORGANIZATION THEORY AND EXECUTIVE MANAGEMENT (Professors Caplan and Holemon)

A. The Process of Management (September 16)

Readings: Hampton text, Chapter 1, "The Manager and Behavioral  
Science," pp. 2-9; and, Chapter 2, "Conceptual  
Foundations of Organizational Behavior," pp. 10-26

Herbert A. Simon, Administrative Behavior, 2nd Edition,  
pp. XIV - XXXVII and 1-19

B. "Traditional" Views of Management (September 18)

Readings: James G. March and Herbert A. Simon, Organizations,  
pp. 12-33

Herbert A. Simon, Administrative Behavior, 2nd Edition,  
pp. 20-44

C. "Modern" Views of Management (September 23)

Readings: Maslow, "A Theory of Human Motivation: The Basic Needs," in Hampton text, pp. 27-40

Blau, "The Empirical Study of Bureaucratic Structure and Function," in Hampton text, pp. 72-81

McGregor, "Theory X and Theory Y," in Hampton text, pp. 132-137

Leavitt, "Perception: From the Inside Looking Out," in Hampton text, pp. 155-161

Richard M. Cyert and James G. March, A Behavioral Theory of the Firm, pp. 114-127

D. Organization Structure (September 25)

Readings: Hampton text, Chapter 4, "The Impact of Formal Organizations: Structured Factors in Organizational Behavior," pp. 185-271

E. Authority and Influence (September 25)

Readings: Homans, "Social Behavior as Exchange," in Hampton text, pp. 40-51

F. Formal and Informal Organizations (September 30)

Readings: Hampton text, Chapter 5, "The Impact of Informal Organizations: Social Factors in Organizational Behavior," pp. 273-355

Whyte, "An Interaction Approach to the Theory of Organization," in Hampton text, pp. 52-72

Argyris, "Personality and Organization," in Hampton Text, pp. 138-155

II. INDIVIDUAL AND GROUP BEHAVIOR AND MOTIVATION (Professors Senescu and Holemon)

A. Levels of Motivation and Integration of Behavior (October 2)

B. Pleasure, Pain and Emotional Levels (October 7)

C. Development of Concept of Self: Conscience as a Self-Evaluating Mechanism (October 9)

D. Application of Concepts of Behavior (October 14)

E. Organization Behavior and Supervision (October 16 and 21)

Readings: Abraham H. Maslow, Eupsychian Management

III. DECISION MAKING AND ADMINISTRATIVE SCIENCE (Professor Telly)

- A. The Scope and Environment of Decision Theory (October 28)
- B. Values and Ethical Considerations in Decision Making (October 30)
- C. Behavioral Aspects of Decision Making (November 4)
- D. Decision Making Systems (November 6)
- E. Statistical Decision Theory and the Role of Models (November 11)

Readings: Irwin D. Bross, Design for Decision, (all)

Charles Z. Wilson and Marcus Alexis, Organizational Decision Making, pp. 148-163

Richard M. Cyert and James G. March, A Behavioral Theory of the Firm, pp. 125-127

Chester I. Barnard, The Functions of the Executive, pp. 185-199

David W. Miller and Martin K. Starr, Executive Decisions and Operations Research, "The Modern View of the Executive," pp. 10-32, and "Executive Objectives," pp. 33-54

Herbert A. Simon, Administrative Behavior, "Decision Making and Administrative Organizations," pp. 1-19, and "Fact and Value in Decision Making," pp. 45-60

Stephen C. Pepper, Sources of Value, "The Setting of the Problem," pp. 7-34.

Herbert A. Simon, Administrative Behavior, "The Psychology of Administrative Decisions," pp. 79-109

Bruner, Goodnow and Austin, A Study of Thinking, "Preface," pp. vii - x, "Introduction," pp. 1-24, and "On Categorizing ...," pp. 182-230

James G. March and Herbert A. Simon, Organizations, "Cognitive Limits on Rationality," pp. 137-172, and "Planning and Innovation in Organizations," pp. 173-210

Robert A. Dahl and Charles E. Linblom, Politics, Economics and Welfare, "Some Social Processes for Rational Control," pp. 59-92, and "Some Social Processes for Control," pp. 93-126

Johnson, Kast and Rosenzweig, The Theory and Management of Systems, "Communication and Systems Concepts, Chapter 5, and "Data Processing Systems," Chapter 10

Readings: Academy of Management Journal, Dec. 1964, "The Structure of Management Decision Theory," Archer, pp. 269-287

David W. Miller and Martin K. Starr, Executive Decisions and Operational Research, "Applied Decisions," pp. 100-112, "Qualitative Models," pp. 113-143, "Quantitative Models," pp. 144-162

Johnson, Kast and Rosenzweig, The Theory of Management Systems, "Management Science," Chapter 11, and "PERT/PEP Techniques," Chapter 12

#### IV. MANAGEMENT INFORMATION SYSTEMS AND COMPUTER SCIENCE (Staff)

- A. Introduction to General Systems Theory (November 13)
- B. Approaches to Data Reduction, Storage and Analysis (November 18 and 20)
- C. Characteristics of Computer Systems and Information Retrieval (November 25 and December 2)

#### V. MANAGEMENT CONTROL SYSTEMS (Professor Caplan)

- A. An Organization Theory View of Control (December 4)

Readings: Anthony, Dearden and Vancil, Management Control Systems, Chapter 1

Ridgeway, "Dysfunctional Consequences of Performance Measurement," Hampton text, pp. 255-260

Edwin H. Caplan, "Management Accounting and the Behavioral Sciences," Management Accounting, June 1969. (Reprint on reserve in Library.)

- B. Characteristics of Management Control System (December 9)

Readings: R. Lee Brummet, et al, "Human Resource Measurement - A Challenge for Accountants," The Accounting Review, April 1968

C. West Churchman, Prediction and Optimal Decision, Chapter 3

Rensis Likert, The Human Organization: Its Management and Value

Jasinski, "Use and Misuse of Efficiency Controls," in Hampton text, pp. 245-255

- C. A Close Look at Budgeting and Motivation (December 11)

Readings: Chris Argyris, "Human Problems with Budgets," Harvard Business Review, Jan.-Feb. 1953 (Reprint on reserve in Library.)

Andrew Stedry, Budget Control and Cost Behavior, Chapters 1 and 2

VI. COMMUNICATIONS (Professor Hughey)

- A. Overview of Communication Theory (December 16)
- B. Defensive Communication (December 18)
- C. Communicator Sensitivity (December 18)

Readings: American Management Association, Effective Communication  
on the Job

VII. WORKSHOP IN SENSITIVITY TRAINING (January 6 and 8) (Staff)

VIII. WORKSHOP IN EXECUTIVE ADMINISTRATION (January 13 and 15) (Caplan and Staff)

PROGRAM FOR ADVANCED STUDY IN PUBLIC SCIENCE POLICY AND ADMINISTRATION

SYLLABUS AND READING LIST

Economics 445-002 - The Budget Process

Professor Gerald J. Boyle

Semester I, 1969-70

Tuesday-Thursday

1:30-2:45 P.M.

Room BA 126

I. THE OBJECTIVES OF BUDGET POLICY

Readings:

Richard A. Musgrave, "A Multiple Theory of the Public Household," The Theory of Public Finance: A Study in Public Economy, McGraw-Hill, New York, 1959; pp. 3-27.

Richard A. Musgrave, "Problems of Implementation," pp. 42-52.

Charles M. Tiebont, "A Pure Theory of Local Expenditures," Journal of Political Economy, October, 1956, pp. 416-424.

Paul Samuelson, "Aspects of Public Expenditure Theories," Review of Economics and Statistics, November, 1958, pp. 337-338.

Paul Samuelson, "A Diagrammatic Exposition of a Theory of Public Expenditure," The Review of Economics and Statistics, November, 1955, pp. 350-356.

Julius Margolis, "A Comment on the Pure Theory of Public Expenditures," The Review of Economics and Statistics, November, 1955, pp. 347-349.

Musgrave, op. cit., "Budget Determination Through Voting," pp. 116-127.

II. THE ALLOCATION OF PRIVATE VS. PUBLIC RESOURCES

Readings:

Gerhard Colm, "Why Public Finance," Essays in Public Finance and Fiscal Policy, Oxford University Press, New York, 1955, pp. 3-26.

Gerhard Colm, "The Theory of Public Expenditures," pp. 27-43.

Gerhard Colm, "The Government Budget and the Nation's Economic Budget," pp. 258-286.

Paul Samuelson, "The Central Problems of Every Economic Society," Economics: An Introductory Analysis, McGraw-Hill, New York, 1964, pp. 14-35.

Paul Samuelson, "Price Functioning of a 'Mixed' Capitalistic Enterprise System," pp. 36-55.



### III. REDISTRIBUTION OF INCOME

#### Readings:

Howard R. Bowen, "The Distribution of Income," Toward Social Economy, Rinehard and Co., New York, 1948, pp. 199-211.

Tax Foundation, "Nature of Study and Major Findings," Tax Burdens and Benefits of Government Expenditures by Income Class, 1961 and 1965, New York, 1967, pp. 7-22.

Tax Foundation, Table 9, "Federal, State, and Local Taxes as a Percentage of Total Income for all Families by Income Class--1961," p. 24; Table 13, "Benefits of Government Expenditures by Type as a Percentage of Total Income for All Families by Income Class-1961," pp. 30-31; Finance for All Families by Income Class--1961," p. 33.

### IV. THE BUDGET AS A FINANCIAL PLAN

#### Readings:

Jesse Burkhead, "The Development of Modern Budgeting," Government Budgeting, John Wiley and Sons, 1956, pp. 2-30.

Jesse Burkhead, "The Budget Cycle," pp. 83-109.

Jesse Burkhead, "Functions, Organizations and Objects," pp. 109-132.

Jesse Burkhead, Part III, "The Phases of Budgeting," pp. 246-376.

U.S. Bureau of the Budget, Steps in the Budget Process, Washington, D.C., (charts unpagged and undated).

U.S. Bureau of the Budget, The Budget of the United States Government, 1970, Washington, 1969.

U.S. Bureau of the Budget, The Budget of the United States Government, 1970, -Appendix, Washington, 1969.

### V. SPECIAL TOPIC, OPTIONAL

#### Readings:

Gordan Tullock, "What This Book is About," and, "Preliminaries," The Politics of Bureaucracy, Public Affairs Press, Washington, D.C., 1965, pp. 10-32.

Gordan Tullock, "Multiple Sovereigns," "Peers, Courtier, and Barns," and "The Followers," pp. 101-119.

Gordan Tullock, Part 3, "Looking Downward," pp. 120-177.

## VI. BUDGETING FOR R & D

### Readings:

Richard R. Nelson, "The Simple Economics of Basic Scientific Research," Journal of Political Economy, June, 1959, pp. 297-306.

Michael D. Reagan, "R & D: Suggestions for an Allocations Framework," Public Administration Review, June, 1967, pp. 104-111.

Wade P. Seuell, "Some Policy Issues in the Analysis of Research and Development Programs," The Analysis and Evaluation of Public Expenditures: The PPB System, U.S. Congress Joint Economic Committee, 1969. Volume 3, pages 1069-1084.

Richard R. Nelson, "The Allocation of Research and Development Resources: Some Problems of Public Policy." Economics of Research and Development, Ohio State University Press, 1965, pp. 288-306.

U.S. Bureau of the Budget, "Federal Research, Development and Related Programs," Special Analyses, Budget of the United States, Fiscal Year 1970, pp. 239-250.

## VII. PLANNING-PROGRAMMING-BUDGETING SYSTEM

### Readings:

U.S. Senate Committee on Government Operations, PPBS Hearings, Part 1, August 23, 1967: "Statement of Charles L. Schultze, pp. 19-36.

H. P. Hatry and J. F. Cotton, Program Planning for State, County, City, State-Local Finances Project, Washington, D.C., 1967, pp. 3-36

State-Local Finances Project, Planning, Programming, Budgeting, Notes 1 through 11, George Washington University, 1968. Selected Notes.

Jack Carlson, "The Status and Next Steps for Planning, Programming, and Budgeting," op. cit., The Analysis and Evaluation of Public Expenditures: The PPB System, Volume 2, pp. 613-634.

## VIII. ANALYTIC TECHNIQUES OF BUDGETING

### Readings:

Burkhead, op. cit., "Performance Budgeting," pp. 133-137.

U.S. Civil Service Commission, Teaching Cases in Planning, Programming, Budgeting, Washington, D.C., 1968 and 1969. Selected cases.

PROGRAM FOR ADVANCED STUDY IN PUBLIC SCIENCE POLICY AND ADMINISTRATION

GENERAL INSTRUCTIONS

Public Administration 421-Introduction to Public Administration

Professor John M. Hunger, 1805 Roma Northeast, 277-3530, by appointment only.

Semester I, 1969-70, Wednesday-Friday, 10:30 a.m. - 11:45 a.m., Hodgkin Hall 202

Course Outline - Semester I, 1969-1970

The object of this course is to acquaint you with the literature of public administration, and the various concepts and theories prevalent in the discipline today. Emphasis will be placed primarily on public administration as a means of continuing social control rather than on the specific way in which control is exercised. Concepts such as managements, leadership, responsibility, efficiency, organizational theory, decision-making, and democratic control will be examined. In this connection, the tools of administrators such as budgeting, personnel classification, training, and recruitment also will be surveyed.

TEXT:

The text for the course is Pfiffner and Presthus Public Administration, (5th Edition). Supplemental readings for the course will be assigned from Public Administration: Readings in Institution, Processes, Behavior, Golembiewski, et al. edit. and from other outside sources. Dates for all reading assignments are listed in the syllabus.

BOOK REPORT:

Each student will be required to prepare a book report, due December 19th. This report is to be a critique, not merely a review or summary. Not more than 50% of your remarks should be summary.

- a.) Make clear what the author tried to find out. What was his object of attention and what kind of an attack did he make on it?
- b.) Tell how he went about his search for findings. Did he mainly examine the ideas of others, or was he largely concerned with developing his own ideas and beliefs? Appraise his search for evidence as to imaginativeness, diligence, etc.
- c.) What value holdings of the author are made apparent in the study? How does the author deal with his values and beliefs? Does he seek to sell them? Frankly disclose them: Try to subdue them: Seek to put them over by deceit?
- d.) Evaluate the book as a contribution to literature. How important is the subject? How significant are the additions to knowledge on this subject? Is the study definitive? What more needs to be done to supplement this study?

Maximum lengths of essays - 10 pages. You may select any book from the bibliography or a book not on the list, with the permission of the instructor.

RESEARCH REPORT:

Each graduate student will be assigned a research project after consultation with the instructor. Each project will, in so far as possible, be in an area of direct interest to the student. These reports will be due on January 19th.

EXAMINATIONS:

There will be mid-term and final essay exams for each student in the course.

# PROGRAM FOR ADVANCED STUDY IN PUBLIC SCIENCE POLICY AND ADMINISTRATION

## SYLLABUS AND READING LIST

### Public Administration 421-Introduction to Public Administration

Professor John M. Hunger, 1805 Roma, Northeast, 277-3530, by appointment only.

Semester I, 1969-70, Wednesday-Friday, 10:30 a.m. - 11:45 a.m., Hodgkin Hall 202

<u>DATES</u>	<u>TOPICS</u>	<u>READINGS</u>
Wednesday September 17th	<u>I. Background and Development:</u> Approaches to Administration	Chapter I P. & P.
Friday September 19th	The Administrative State	Chapter 2, Readings #46, 37B, 32, 37A
Wednesday September 24th	Modern Bureaucracy	Chapter 3, Readings #7, 30, 42, plus additions
Friday September 26th	Bureaucratic Systems	Chapter 4, plus additions
Wednesday October 1st	<u>II. The Functions of the Administrator</u> Leadership	Chapter 5, Readings #3, 30, 35, 31, 47
Friday October 3	Politics and Administration	Readings #49, plus additions
Wednesday October 8th	The Presidency	Readings #39, 12 plus additions
Friday October 10th	Leadership and Decision-making	Chapter 6, Readings #2, 33, 26, 34 plus addi- tions
Wednesday October 15th	Roles in Administration	Chapters 7, 8 Readings #25, 10
Friday October 17th	<u>III. Organizations:</u> Development of Organization Theory	Chapter 9, Readings #29, 24, 23
Wednesday October 22nd	Early Organization Theory	Chapter 10, Readings #5, 36, 53
Wednesday October 29th	Contemporary Organization Theory	Chapters 11, 12, Read- ings #22, 5, 13, 20, 41 Review #30, 49
Friday October 31st	Behavioral Research	Readings to be assign- ed
Wednesday November 5th	Computer Technology	Chapter 13, Readings #8A, 8B, 18 plus addi- tions
Friday November 7th	<u>Mid-Term</u> Essay Examination	

Wednesday November 12th	<u>IV. Personnel Administration:</u> Function of Personnel Administration	Chapter 14 Reading #48
Friday November 14th	The Federal Personnel System	Chapter 15, Reading #38 Plus Additions
Wednesday November 19th	Administration of Personnel Systems	Chapters 16, 17, Readings #14, 21, Plus Additions
Friday November 21st	Employee Relations	Chapter 18
Wednesday November 26th	Developmental Personnel Administration	Chapter 19, Plus Additions
Wednesday December 3rd	<u>V. Financial Administration:</u> Financial Administration	Chapter 20 Reading #11
Friday December 5th	Fiscal Policy Determination	Chapters 21, 22 Readings #50, 52, 9
Wednesday December 10th	The Budgetary Process: Authorization and Execution	Chapters 23, 24, Readings #20, Review 24, plus Additions
Friday December 12th	<u>VI. Administrative Law and Regulation:</u> The Legal Context of Administration	Chapter 24 Reading #44
Wednesday December 17th	The Regulatory Commission and Regulatory Process	Chapters 26, 27, Reading #51, Review #25 & 29
Friday December 19th	Judicial Review and Administrative Decisions	Chapter 28 plus Additions
BOOK REPORTS DUE, DECEMBER 19th		
Wednesday, January 7th	<u>VII. Administrative Responsibility:</u> Executive Control of Administration	Chapter 29 Plus Additions
Friday January 9th	Legislative Oversight	Chapter 30 Plus Additions
Wednesday January 14th	Responsibility in Administration	Chapter 31, Readings #4, 43, Plus Additions
Friday January 19th	RESEARCH PAPERS DUE	Class Discussion
Wednesday January 21st	Class Review - Final Examination Study Questions	
Friday January 23rd	Individual Conferences	Times to be assigned

PROGRAM FOR ADVANCED STUDY IN PUBLIC SCIENCE POLICY AND ADMINISTRATION

BIBLIOGRAPHY

Public Administration 421-Introduction to Public Administration

Professor John M. Hunger, 1805 Roma Northeast, 277-3530, by appointment only

Semester I, 1969-70, Wednesday,-Friday, 10:30 a.m. - 11:45 a.m., Hodgkin Hall 202

I. BACKGROUND AND DEVELOPMENT:

JK 325.E39	Elazar	AMERICAN FEDERALISM: A VIEW FROM THE STATES
351.1 H9985	Hyneman	BUREAUCRACY IN A DEMOCRACY
350 S.53A2	Simon	ADMINISTRATIVE BEHAVIOR
342 F914C2	Friedrich	CONSTITUTIONAL GOVERNMENT AND DEMOCRACY
350 M839e	Marx	ELEMENTS OF ADMINISTRATION
328.73 G875c2	Griffith	CONGRESS, ITS CONTEMPORARY ROLE
327.73 AL68AM	Appleby	POLICY AND ADMINISTRATION
353 F422A	Fesler	AREA AND ADMINISTRATION
JC 251M2	MacIver	THE WEB OF GOVERNMENT
342.73 M619G	Millett	GOVERNMENT AND PUBLIC ADMINISTRATION
351 M619m	Millett	MANAGEMENT IN THE PUBLIC SERVICE
350 In 2	Siffin, ed.	TOWARD THE COMPARATIVE STUDY OF PUBLIC ADMINISTRATION
Reserve List	Parkinson	PARKINSON'S LAW AND OTHER READINGS
342.73 An24n	Anderson	THE NATION AND THE STATES, RIVALS OR PARTNERS?
901 D84L	Drucker	LANDMARKS OF TOMORROW
350 W147a	Waldo	THE ADMINISTRATIVE STATE: A STUDY OF THE POLITICAL THEORY OF AMERICAN PUBLIC ADMINISTRATION

Dwight Woldo, "Development of a Theory of Democratic Administration", APSR 46, 1952

II. THE FUNCTIONS OF THE ADMINISTRATOR:

351.1K559	Kilpatrick, Cummings & Jennings	THE IMAGE OF THE FEDERAL SERVICE
350S:53A2	Simon	ADMINISTRATIVE BEHAVIOR
301.155SE49L	Selznick	LEADERSHIP IN ADMINISTRATION

320.973T7719	Truman	THE GOVERNMENTAL PROCESS
351.1H9985	Hyneman	BUREAUCRACY IN A DEMOCRACY
351.1B458j	Bernstein	THE LOT OF THE FEDERAL EXECUTIVE
353.03N399p	Neustadt	PRESIDENTIAL POWER
JK723E9W3	Warner, Van Riper, Martin & Collins	THE AMERICAN FEDERAL EXECUTIVE
350M282c	Malick & Van Ness	CONCEPTS AND ISSUES IN PUBLIC ADMINISTRATION
HM131c26	Cartwright & Zanaler	GROUP DYNAMICS, RESEARCH AND THEORY
352.073K162f	Kaufman	POLITICS AND POLICIES IN STATE AND LOCAL GOVERNMENTS
JK325M37	Martin	THE CITIES AND THE FEDERAL SYSTEM
320.1L338p	Lasswell	POLITICS: WHO GETS WHAT, WHEN, HOW?
338.9H219p	Hardin	THE POLITICS OF AGRICULTURE
355H926s	Huntington	THE SOLDIER AND THE STATE
308.2C1280s	Selznick	T.V.A. AND THE GRASS ROOTS
HD31B36	Barnard	THE FUNCTIONS OF THE EXECUTIVE
JK171A1604	White	THE FEDERALISTS
353W584j	White	THE JEFFERSONIANS
353W584ja	White	THE JACKSONIANS
353W584r	White	THE REPUBLIC AREA: 1869-1901
353.63C81p	Corwin	THE PRESIDENT: OFFICE AND POWERS

Leon D. Epstein, "Political Sterilization of Civil Servants: The United States and Great Britain." P.A.R., X, 1950.

Robert Presthus, "Decline of the Generalist Myth", 24 P. A. Review, Dec. 1964, pp. 206-11.

Herbert Simon, "Administrative Decision-Making". 25 P. A. Review, March, 1965, pp. 31-37.

Altshuler, "Rationality and Influence in the Public Service", 25 P. A. Review, September, 1965, pp. 226-233.

Harrell and Weiford, "The City Manager and the Policy Process", 19 P. A. Review, Spring, 1959, pp. 101-107

### III. ORGANIZATION THEORY:

350 M282c	Melick & Van Ness, ed.	CONCEPTS AND ISSUES IN PUBLIC ADMINISTRATION
Hml31c26	Cartwright & Zonder	GROUP DYNAMICS: RESEARCH AND THEORY
HD31 M298	March & Simon	ORGANIZATION
HM131/M335	March	HANDBOOK OF ORGANIZATIONS
301.44 P926o	Presthus	THE ORGANIZATIONAL SOCIETY
L58T378m	Thompson	MODERN ORGANIZATION
BF697W47	Whyte	THE ORGANIZATION MAN
HN58D57	Mills	THE POWER ELITE
136.4 R4461	Reisman	THE LONELY CROWD
Jf1351B55	Blau	BUREAUCRACY IN MODERN SOCIETY
350B613d2	Blau	THE DYNAMICS OF CUREAUCRACY: A STUDY OF INTERPERSONAL RELATIONS IN TWO GOVERNMENT AGENCIES

Hyneman, "Administrative Reorganization: An Adventure into Science and Theology,  
Journal of Politics I pp.62-75.

### IV. PERSONNEL ADMINISTRATION:

351.1st14p5	Stahl	PUBLIC PERSONNEL ADMINISTRATION
JK723E9s8	Stanley	THE HIGHER CIVIL SERVICE: AN EVALUATION OF FEDERAL PERSONNEL PRACTICES
352.073m9259		GOVERNMENTAL MANPOWER FOR TOMORROW'S CITIES: A REPORT OF THE MUNICIPAL MANPOWER COMMISSION
351.1k559	Kilpatrick Cummings & Jennings	THE IMAGE OF THE FEDERAL SERVICE
	Warner Von Riper Martin & Collins	THE AMERICAN FEDERAL EXECUTIVE

York Willburn, "Professionalization in the Public Service, Too Little or Too  
Much," P. A. Review, Winter, 1954.

Dwight Waldo "The Administrative State Revisited", 25 P. A. Review, March, 1965,  
pp. 5-30.

Harold H. Leich, "The Hoover Commission: Personnel Recommendations, A Progress  
Report", APSR, XLVII, pp. 100-125.



## V. FINANCIAL ADMINISTRATION:

351M619m	Millett	MANAGEMENT IN THE PUBLIC SERVICE
336.395Sm68b	Smithies	THE BUDGETORY PROCESS IN THE UNITED STATES
336.18k52a	Key	THE ADMINISTRATION OF FEDERAL GRANTS TO STATES
Hj257G7	Groves	FINANCING GOVERNMENT (6th edition, 1964)

V. O. Key, Jr., "The Lack of Budgeting Theory," APSR, December, 1940, pp.1137-1144.

Joseph P. Harris, "Needed Reforms in the Federal Budget System", P. A. Review, Autumn, 1952, pp. 242-250.

Fritz Morstein Marx, "The Bureau of the Budget: Its Evolution and Present Role." APSR, XXXIX, 1945

## VI. ADMINISTRATIVE LAW AND REGULATION:

353H251:2	Hart	AN INTRODUCTION TO ADMINISTRATIVE LAW
351W584:4	White	INTRODUCTION TO THE STUDY OF PUBLIC ADMINISTRATION, Especially Chapter 31
		U. S. GOVERNMENT ORGANIZATION MANUAL
350 Sw42f	Swenson	FEDERAL ADMINISTRATIVE LAW

Harold Seidman, "The Government Corporation: Organization and Controls", 14 P. A. Review, Summer, 1954.

Nathaniel L. Nathanson, "Central Issues of American Administrative Law", APSR, 45 pp.348-88.

Albert H. Rosenthal, "The Omherdsman - Swedish Grievance Man", 24 P. A. Review, December, 1964), pp. 226-30.

## VII. ADMINISTRATIVE RESPONSIBILITY:

320.15 Sch78p	Schubert	THE PUBLIC INTEREST
070.1C283f	Coter	THE FOURTH BRANCH OF GOVERNMENT
353H43p	Herring	PUBLIC ADMINISTRATION AND THE PUBLIC INTEREST
351.1 H9985	Hyneman	BUREAUCRACY IN A DEMOCRACY
301.152K52p	Key	PUBLIC OPINION AND AMERICAN DEMOCRACY

Richard E. Neustadt, "Presidency and Legislation: Planning the President's Program," APSR 49, December, 1955.

Cotter and Smith, "Administrative Responsibility: Reporting to Congress," Western Political Quarterly, 10, June, 1957.

## PERSONAL HISTORY

March 1969

### NAME:

ALBERT H. ROSENTHAL  
Professor of Political Science  
University of New Mexico  
Telephone: (505) 277-4538

Landmark Apartments, No. 607  
6303 Indian School Rd., N.E.  
Albuquerque, New Mexico 87110  
Telephone: (505) 296-3681

### EARNED DEGREES:

B. A., University of Denver, 1936;  
Designated "Pioneer"; received Pi Gamma Mu medal as "student showing greatest promise in social science;"  
Editor "D" Book;  
Member, Board of Publications O.D.K., leadership fraternity;  
Member, University debate team, winning national championship, 1936;  
Awarded Alumni Phi Beta Kappa Key for "scholastic leadership, 1962;

M. A., Public Administration, University of Minnesota, 1938;  
Rockefeller Foundation Fellow 1936-1937, renewed 1937-1938;

Ph. D., Government, Harvard University;  
Littauer Fellow 1939-40, Ph. D. 1949.

### TEACHING EXPERIENCE:

Rockefeller Foundation Fellowship, 1937-38;  
Assistant Professor, Political Science and Public Administration, Evening Program, American University, 1937-39;  
Littauer Fellow, Harvard University, 1939-40;  
Associate Professor and Professor, University of Denver, 1948-51;  
Director, School of Public Administration, University of Denver, 1947-51;  
Visiting Professor, University of Southern California, Summer, 1962;  
Moderator, Aspen Institute, Summers 1961-62;  
Lecturer at Institutes and Universities of:  
Colorado, Alabama, Georgia, Utah, Princeton, Harvard, Brandeis, The Air Force Academy, The Manned Spacecraft Center, Houston, Texas, and others;  
Lecturer, Minnesota State Department of Welfare, Training Program, 1967;  
Lecturer, Department of Health, Education and Welfare, Commission on Aging, Training Institutes, 1966-1967;  
Commencement Speaker, Colorado State College, June, 1960;  
Commencement Speaker, Colorado high schools, 1950-67;  
Visiting Professor, Trinity College, Dublin, Ireland, 1964-65;  
Professor, Public Administration, University of Minnesota, 1965-67;  
Professor, Political Science, University of New Mexico, September 1967-present;  
Director, Advanced Study Program of Public Science Policy and Administration, University of New Mexico, 1968-present.

FIELDS OF SPECIALIZATION:

Science Policy and Administration, Public Personnel Administration, Administrative Organization, Executive Recruitment and Development, Political Theory, and Constitutional and Administrative Law.

PUBLIC SERVICE ACTIVITIES:

Assistant to the Executive Director, U. S. Social Security Board, Washington, D. C., 1938-40;  
 Regional Personnel Director, Federal Security Agency (NYA), 1939-40;  
 Regional Executive Officer, Office of Price Administration, Denver, Colorado, 1940-42;  
 U. S. Navy, 1942-46 (Ensign to Lt. Commander);  
 Assistant Director, Office of U.N. and UNESCO Affairs, U. S. Department of State, 1946-48;  
 Member, U. S. Delegation to "International Conference", Paris, 1947, and Mexico City, 1948;  
 Public Member, Colorado Employment Security Commission, 1948-50;  
 Member, Executive Board of Trustees, American Medical Center, Denver, Colorado, 1950-present;  
 State Chairman, Colorado Fulbright Commission, 1950-64;  
 Regional Director, U. S. Department of Health, Education and Welfare for the states of Colorado, Utah, Idaho, Montana and Wyoming, 1951-64; responsibility for 13 major programs; staff of 800 people and 22 branch offices;  
 Awarded Rockefeller Public Service Award, administered by Princeton University, 1956;  
 Awarded Denver Federal Business Association "Civic Activities Award", 1956;  
 Chairman, Denver Federal Executive Board, two terms, 1962, 1963;  
 Member, National Council, the American Society for Public Administration, three year term, 1960-63; two year term, 1963-1966;  
 National Membership Chairman, ASPA, 1965-66;  
 Member, National Board of Editors, ASPA, 1960-67;  
 President, Denver Chapter of ASPA, two terms, 1951, 1962;  
 Member, Board of Trustees, Denver Metropolitan Council for Health and Welfare, 1960-64;  
 Member, State Committee Y.M.C.A. "Youth in Government", Colorado, 1960-64;  
 Delegate and Speaker, Institute on Gerontology, Copenhagen, 1963;  
 Delegate, White House Conference on Children and Youth, 1962, 1963, 1964;  
 Delegate, White House Conference on Aging, 1963-64;  
 United Nations Adviser in Public Administration, Ireland; established a school of Public Administration for Irish civil servants and government officials in developing countries in Africa and Asia, October 1964-June 1965;  
 Chairman, Technical Review Committee, Governor's Commission on Aging, State of Minnesota, 1965-67;  
 Awarded Wilton Park Fellowship, Wiston House, England, Summer, 1968;  
 Member, Steering Committee on Science, Technology and State Government, Federation of Rocky Mountain States, 1969;  
 University of New Mexico representative on Technical Committee of Urban Observatory, Albuquerque, New Mexico, 1969.

PUBLICATIONS AND RESEARCH:

The Use of Administrative Areas in Administration, University of Minnesota, 1938; M. A. Dissertation;

Administrative Problems of UNESCO, Ph. D. Dissertation, published by The Department of State, 1948;

The Social Programs of Sweden: A Search for Security in a Free Society, University of Minnesota Press, December 1967;

"Minnesota Moves Toward Welfare Administration", Minnesota Municipalities, June 1937;

"Behavior and Administration", narrative review, Public Administration Review, Vol. XIX, pp. 188-193, Summer 1959;

"Concepts of Public Administration", published by the Social Security Administration, Department of Health, Education and Welfare, Baltimore, 1961;

"Public Welfare in a Democracy", narrative review, Public Administration Review, Vol. XXIII, pp. 105-108, June 1963;

"Administration Across Departmental Lines", article in Symposium, Current Issues in Public Administration, University of Indiana, 1963;

"The Ombudsman - Swedish 'Grievance Man'", article, Public Administration Review, December 1964, Vol. XXIV, No. 4;

"Public Administration in Theory and Practice", Administration, Journal of the Institute of Public Administration, Ireland, Winter, 1964;

Editor, Regional Coordination: The Role of the Federal Executive Boards, Symposium, American Society for Public Administration, 1963, pamphlet, 34 pp.

An Evaluation of the Management Intern Program, The Manned Spacecraft Center, National Aeronautics and Space Administration, Houston, Texas, July 1967, 55 pp., charts and graphs;

"Insights and Outlooks on Intergovernmental Relations", article and editor of symposium, Public Administration Review, January/February 1968;

"Preparing the Science-Administrators of Tomorrow, An Evaluation of the NASA Manned Spacecraft Center," Public Personnel Review, April 1969.

CONSULTANTSHIPS:

U. S. Bureau of the Budget, Summer 1965;

U. S. Department of Commerce, Summer 1966;

National Aeronautics and Space Administration, Manned Spacecraft Center, Houston, Texas, Summer 1967

Goals for Albuquerque Program, 1968 and 1969;

New Mexico State Department of Hospitals and Institutions, January 1969-present.

## BIOGRAPHICAL DATA

July, 1969

LLOYD W. WOODRUFF

Public Administration, University of California-Davis

### Personal Data:

Born, April 16, 1921, Polo, Illinois.

Married - 1950

Two children, ages 9 and 11

Health: excellent

Residence: 1003 Pine Lane, Davis, California 95616

Telephone: Office, 916-752 0976; Home, 916-756 4167

### Professional Training:

B.A. Major work in government and business. University of South Dakota, 1939-43

M.S. Major work in local governmental administration and public finance. University of Denver, 1946-47

Ph.D. Major work in political science and economics. University of Minnesota, 1947-50; Degree - 1957

### Employment and Nature of Work:

1966 University of California, Davis. Extension Specialist in Public Administration and 1967 - joint appointment in the Institute of Governmental Affairs as Assistant Director for Relations with Governmental Agencies.

1966-68: University-wide coordinator of federal grant project centered on planning and community development involving cooperative program development for civic leaders with various state agencies - State Office of Planning, Council on Intergovernmental Relations, Joint Committee on Open Space, Sacramento Regional Area Planning Commission.

1966: Developed University Extension program of courses, workshops and conferences in public administration, urban and regional planning.

1968-69: Developed and coordinated research conference on problems in implementing the program and budgeting system in California State government; cooperated with other Institute staff member in developing research conference on problems of developing an urban information system for libraries and urban-oriented planners and administrators in Sacramento Region.

1961- State of Minnesota, St. Paul. Director of Research and Planning,  
1966 Department of Taxation. Directed and supervised research programs in property assessments, tax analysis and revenue estimating, and management surveys.

University of Minnesota, Minneapolis. Taught part-time, undergraduate and graduate courses in public financial administration and administrative communication, 1962-65.

1957- Michigan State University Group in Vietnam, Saigon. Specialist in  
1961 Public Administration. Studied village administration; taught public administration courses and advised governmental administrators.

1950- University of Wisconsin, Madison. Assistant Director, Bureau of  
1957 Government. Developed and conducted training programs for local, county, and state administrators; taught introductory government course and studied alternative arrangements for integrating the Menominee Indian Reservation into Wisconsin's governmental system. Major focus of work, including doctoral thesis, was county government in Wisconsin.

1947- University of Minnesota, Minneapolis. Research Associate, Research  
1950 in Intergovernmental Relations in Minnesota.

1943- U.S. Infantry. Captain. Southwest Pacific and Japan  
1946

Other Data:

Professional Associations: American Society for Public Administration, Board member, Sacramento Chapter, 1969; American Political Science Association; Society for International Development; American Institute of Planners, auxiliary member.

Recent awards: Campus Coordinator for "Goals for Regional Growth" citizens participation program in cooperation with Sacramento Regional Area Planning Commission and KCRA - 3 -- awards made by both the American Institute of Planners, Sacramento Section and the Department of Housing and Urban Development (Regional Award). 1968-69.

Most Recent Publications: Various monographs on village administration in Vietnam, 1960-61. (Mimeo English; printed in Vietnamese)

## BIOGRAPHICAL DATA

### KEY PERSONNEL

Director, Albuquerque Urban Observatory  
Professor of Public Administration, University of New Mexico  
John M. Hunger  
1805 Roma Northeast  
Albuquerque, New Mexico Telephone #277-3530

### EDUCATION:

Duke University - 1951-1954  
University of North Dakota - 1956-1958 B.A.  
Indiana University - 1958-1961 Ph.D., 1965

### EXPERIENCE:

September 1968 to August, 1969:

National League of Cities, 1612 K Street, N. W., Washington, D.C. 20006  
Staff Director, "Urban Observatories" project. Responsible for development of a nationwide system of city-university cooperation in the areas of urban research and community services for the National League of Cities, HEW and HUD. Duties include directing the central secretariat which links the participating communities in a productive network.

July 1966 to September 1968:

Republican National Committee, 1625 Eye Street, N. W., Washington, D.C. 20006. Director of Arts and Sciences and State Legislative Divisions. Nationwide responsibilities for academic arm of the Committee's activities and liaison campaign consultation with Republican state legislators. Assigned additional responsibilities for the Republican National Convention Platform Hearings.

July 1962 to July 1966:

University of Wisconsin, Madison, Wisconsin  
From Assistant Professor and Assistant Director to Chairman, Department of Political Science and Acting Director, Institute of Governmental Affairs, University of Wisconsin.

September 1961 to June 1962:

University of North Dakota, Grand Forks, North Dakota  
Taught courses in Public Administration, State Government, Municipal Government, and National Government. As Director of the Bureau of Governmental Research conducted a research project on North Dakota state executive agency heads.

John M. Hunger

#### PUBLICATIONS

"Characteristics of North Dakota State Executive Officer"

"Images of Local Government, Grand Forks, North Dakota"

"Rural-Urban Migration; Causes and Consequences - North Dakota"  
(Paper presented in March 1962 to the Inter-University Seminar at  
Lawrence, Kansas)

Equal Representation on Wisconsin County Boards with Edward V. Schten

Constitutional Changes Concerning the Milwaukee County Executive -  
1962 Referendum with Edward V. Schten

"Public Relations for Public Servants:, Training Directors Journal

Wisconsin Policy Training Survey



PERSONAL DATA SHEET

DATE: September 1, 1968

NAME: Edwin H. Caplan

CURRENT POSITION: (September 1967 to date)

Professor of Business Administration and Head, Division of Managerial  
Control  
College of Business Administration  
The University of New Mexico  
Albuquerque, New Mexico 87106  
Telephone: (505) 277-3207

HOME ADDRESS:

8201 Harwood Ave.  
Albuquerque, New Mexico 87110  
Telephone: (505) 296-5341

PERSONAL INFORMATION:

Date of birth: August 24, 1926  
Married, four children

EDUCATION:

Ph.D. University of California (1965)  
Areas of emphasis: Economic Theory, Organization Theory, Accounting,  
Industrial Organization.  
Dissertation topic: A Comparison of Behavioral Assumptions of  
Management Accounting and Some Behavioral  
Concepts of Organization Theory.  
M.B.A. University of Michigan (1952)  
B.B.A. University of Michigan (1950)

PRINCIPAL TEACHING AND RESEARCH INTERESTS:

(1) Management accounting and control; (2) Organization theory and  
accounting, in particular, the behavioral implications of management  
accounting theory and practice; (3) Development and current status of  
accounting theory.

PREVIOUS EXPERIENCE:

Visiting Professor of Accounting, University of California, Berkeley  
(Summer 1968)  
Associate Professor of Accounting, University of Oregon (1964-1967)  
Associate in Business Administration, University of California (1961-  
1964)  
Associate Professor of Business Administration, Humboldt State College  
(1956-1961)  
Partner, J. J. Gotlieb & Co., CPA's, Detroit, Michigan (1953-1956)  
Staff Accountant, J. B. Colten & Co., CPA's, Detroit, Michigan  
(1950-1953)  
U.S. Army, Armored Officer (1944-1946)

TEACHING EXPERIENCE:

Graduate Seminar in Management Control; Graduate Seminar in Development of Accounting Thought; Cost and Managerial Accounting; Introductory, Intermediate, and Advanced Accounting; Auditing, Financial Statement Analysis; C.P.A. Review; Business Law; Introduction to Business; Federal Income Taxes; Principles of Economics

PREVIOUS ADMINISTRATIVE POSITIONS:

Assistant to the Dean for Curriculum, School of Business Administration, University of Oregon (1966-1967)  
Chairman, School of Business Administration Curriculum Committee, University of Oregon (1965-1966)

HONORS AND RECOGNITIONS:

Haskins and Sells Fellowship, 1962-1963  
Ford Foundation Doctoral Fellowship, 1963-1964  
Beta Alpha Psi - Honorary Accounting Fraternity  
Beta Gamma Sigma - Honorary Business Administration Fraternity

PROFESSIONAL AFFILIATIONS:

Certified Public Accountant (Michigan, 1952; California, 1956)  
American Accounting Association  
American Institute of Certified Public Accountants  
American Economic Association  
National Association of Accountants  
Oregon Society of Certified Public Accountants (Past member of Accounting and Auditing Procedures Committee and Scholarship and Accounting Personnel Committee)  
New Mexico Society of Certified Public Accountants

PUBLICATIONS:

"Behavioral Assumptions of Management Accounting - Report of a Field Study," The Accounting Review, April 1968, (Scheduled for reprinting in Accounting and Its Behavioral Implications, Bruns & DeCoster, Eds., McGraw-Hill)  
Review, The Human Organization, by Rensis Likert, The Accounting Review, April 1968  
Analysis of Case Processing Costs of Lane County Juvenile Department, Lane County Youth Project (Research Monograph)  
Phase 1 - September 1966  
Phase 2 - June 1967  
"Behavioral Assumptions of Management Accounting." The Accounting Review, July 1966. (Scheduled for reprinting in Contemporary Accounting and Its Environment, John W. Buckley, Ed., Dickenson Publishing Co.; and in Accounting and Its Behavioral Implications, Bruns & DeCoster, Eds., McGraw-Hill)  
An Examination of the Role of the University of Oregon School of Business Administration in Offering Non-Degree Programs for Businessmen: School of Business Administration, University of Oregon, 1965

In Process:

Article - "Is Relevance Relevant?" A critical analysis of the recent American Accounting Association publication A Statement of Basic Accounting Theory

Book - Accounting and Behavior, contract offered by Addison-Wesley Co. for publication in 1970.

RECENT PROFESSIONAL ACTIVITIES (Years 1967-1968):

"New Concepts in Education for Business," address before the Albuquerque Chapter of the National Accountants Association, November 1967.

"An analysis of the American Institute of Certified Public Accountant's Statement on Deferred Taxes," address before the Albuquerque Chapter of the New Mexico Society of CPA's, October 1967.

"Introducing Behavioral Theory Into Accounting Education," address at concurrent session of Annual Meeting of American Accounting Association, Penn State University, August 1967.

Participant, discussion of current value reporting at Annual Meeting of West Coast Chapter of American Accounting Association, San Francisco, April 1967.

Review of proposed accounting text for Macmillan Co., August 1967.

Review of proposed accounting text for Wadsworth Publishing Co., March 1967.

Review of proposed accounting text for Macmillan Co., August 1968.

Review of proposed accounting series for Scott, Foresman & Co., August 1968.

Review of Horngren's Accounting for Management Control: An Introduction, for author and Prentice Hall, August 1968.

Member, Project Consulting Committee for American Accounting Association Research Project by A. L. Thomas, The Allocation Problem in Financial Accounting Theory, 1968.

Member, Project Consulting Committee for American Accounting Association Research Project by J. L. Livingstone, Toward a Theory of Management Information Systems, 1968.

Member, Screening Committee for Notable Contributions to Accounting Literature Award, American Accounting Association, 1968-69.

Member, "Toward a New Introduction to Accounting" Research Committee Sponsored by Price Waterhouse Foundation, 1968.

Member, Education and Scholarships Committee, New Mexico Society of Certified Public Accountants, 1968.

"Meeting the Challenge in Managerial Accounting," address at Pacific Coast Regional Meeting of the American Accounting Association, University of Southern California, April 1968.

## SUMMARY RESUME

Name: Gerald J. Boyle	Birth: February 1, 1921
Address: Department of Economics	St. Louis, Missouri
University of New Mexico	Health: Excellent
Albuquerque, New Mexico 87106	Married, four children

**EDUCATION:**

Colorado College, Colorado Springs, Colorado: Economics-philosophy,  
1947-1951; B.A. degree, 1951.

University of New Mexico, Albuquerque, New Mexico: Economics-philosophy, 1951-1952; M.A. degree, 1957.

Syracuse University, Syracuse, New York: Economics, 1952-1954; Ph.D. degree, 1961.

**EXPERIENCE:**

June 1968 to present University of New Mexico, Department of Economics,  
Professor of Economics: graduate seminar in public finance and fiscal  
consultant to State and local governments.

June 1966 to June 1968 U.S. Bureau of the Budget: Director, Fiscal Analysis Staff; carry out analysis in support of fiscal policy, taxation and inter-governmental relations.

September 1964 to June 1966 New York University, Graduate School of Public Administration: Research Professor of Public Administration; study of the New York City budget process and 10-year projection of city expenditures.

(June and July 1965 U.S. Department of State, Agency for International Development: Consultant.)

February 1962 to August 1964 U.S. Agency for International Development, Cairo, Egypt: Program economist; provided a continuing analysis of the state of the U. A. R. economy.

(September 1961 to February 1962 University of New Mexico, Albuquerque, New Mexico: Lecturer in economics; graduate seminar in public finance.)

June 1961 to February 1962 State of New Mexico, Office of the Governor,  
Santa Fe, N.M.: Research economist; study of the distribution of New  
Mexico state and local taxes by income classes.

October 1959 to June 1961 State of New Mexico, Department of Finance and Administration, Santa Fe, N.M.: Research economist; revenue estimating and projections, budgeting and special studies.

August and September 1959 State of New York, Division of the Budget,  
Albany, N.Y.: Consultant; study of the place of non-tax revenues in  
government finance.

1958 to August 1959 State of New York, Department of Education, Albany, N.Y.: Senior research analyst; studies in educational finance, completed a "Cost of Education Index."

1956 to August 1959 National Industrial Conference Board, 845 Third Ave., N.Y.: Research analyst; articles on finance for the Business Record and published study of service charges (Studies in Business Economics No. 68.)

PROGRAM FOR ADVANCED STUDY IN  
PUBLIC SCIENCE POLICY AND ADMINISTRATION  
UNIVERSITY OF NEW MEXICO  
1969-1970

IN-SERVICE FELLOWS

Name and Title	Agency	Grade	Salary	Degrees	University	Field
Jose B. R. Anglada Acting Air Management Engineer	City of Albuquerque Department of Environmental Health	13/1	\$ 8,592	BS	University of New Mexico	Biology
Robert V. Battey Aerospace Engineer	Manned Spacecraft Center	GS-15	\$22,416	BS	University of Texas	Aero. Eng.
Vladimir V. Berniklau Development Engineer	Atomic Energy Comm. Albuquerque Operations	GS-15	\$17,511	BS MBA	University of Nebraska University of New Mexico	Mech. Eng. Bus. Adm.
James E. Bickel Project Engineer	Air Force Weapons Lab Kirtland	GS-13	\$14,400	MS	New Mexico State University	Mech. Eng.
Charles A. Buckel Chief, Security	Manned Spacecraft Center	GS-14	\$18,641	BA	Michigan State University	Bus. Adm.
Robert B. Bunker Technical Advisor Survivability Div.	Air Force Special Weapons Center, Kirtland	GS-15	\$23,075	BS	University of New Mexico	Mech. Eng.
Juanito V. Carrillo Chief, Quality Control Office	White Sands Missile Range	GS-12	\$14,402	BS	Sul Ross State College	Mathematics
Larry G. Damewood Section Head Contracts Division	Manned Spacecraft Center	GS-14	\$18,641	BS BA	University of Dayton Beckley College	Bus. Org. Bus. Adm.
Will E. DeBusk Missile Engineer	White Sands Missile Range	GS-13	\$15,849	BS	New Mexico State University	Mech. Eng.

Name and Title	Agency	Grade	Salary	Degrees	University	Field
Larry M. Lane Asst. Chief, Div. of Personnel	U.S. Bureau of Mines	GS-14	\$17,511	AB	University of California	History
Baltazar E. Martinez Programs Engineer	Air Force Special Weapons Center	GS-13	\$15,849	BS	University of New Mexico	Mech. Eng.
James S. Patterson Chief, Production Control	Defense Atomic Support Agency	GS-11	\$14,000	BS	U.S. Naval Academy	Engineering
Montrose G. Simms Director, Budget Office	City of Albuquerque	18	\$14,100	BBA	University of New Mexico	Bus. Adm.
Leslie J. Sullivan Asst. Chief, Program Management	Manned Spacecraft Center	GS-14	\$18,076	BS	Marquette University	Medicine
Richard E. Uhrmann Chief, Personnel Mgmt. Asst. Branch	Kennedy Space Center, NASA	GS-14	\$17,500	AB	University of Missouri	Sociology
Paul A. Zielie Project Officer	Air Force Weapons Lab, Kirtland	Lt.	\$10,000+	BS	Kansas State University	Nuc. Eng.
<u>SEMINAR ONLY</u>						
Delmar W. Bergen Staff Member	Los Alamos Scientific Laboratory	Scientist		Ph.D.	University of New Mexico	Physics
Thurman L. Talley	Los Alamos Scientific	Scientist		Ph.D.	Florida State University	Physics
<u>PRE-SERVICE</u>						
Roger W. Banks	BA University of New Mexico	History-Political Science		Grade Point Average 3.6		
Maureen J. Roesch	BA University of New Mexico	Political Science		Grade Point Average 3.5		

BIOGRAPHICAL DATA ON IN-SERVICE FELLOWSJose B. R. Anglada

Mr. Anglada received a B.S. degree from the University of New Mexico in 1960, majoring in Biology. He has been employed by the City of Albuquerque Department of Environmental Health since 1967. His present position is Acting Air Management Engineer (Grade 13/1, \$8,592), responsible for administering and supervising programs of Air Management Division on air pollution control, industrial hygiene, and radiological health. In 1966, he was employed by the Lovelace Foundation as a Research Technologist. He is a member of the Air Pollution Control Association, New Mexico Association of Public Health Sanitarians, and the National Association of Sanitarians.

Robert V. Battey

Mr. Battey received a B.S. degree from the University of Texas in 1957, majoring in Aero Engineering. He has been employed by the Manned Spacecraft Center, NASA, for the past 7 years. His present position is Assistant Chief of Systems Engineering Division, GS-15, at a salary of \$22,416. In this position he has responsibility for the definition and implementation of all system requirements, configuration control, and analysis of proposed changes for the Apollo Lunar Module. He is also responsible for the technical performance of one of the Apollo Program Office's major support contractors. He is the recipient of the Manned Spacecraft Center's Outstanding Accomplishment Award and of the U. S. Air Force Commendation Medal. Prior to his employment at Manned Spacecraft Center, he spent five years as a Senior Engineer with General Dynamics, and six months with McDonnell Aircraft as a Senior Operations Analyst.

Vladimir V. Berniklau

Mr. Berniklau received a B.S. degree from the University of Nebraska in 1959, majoring in Mechanical Engineering. He received an M.B.A. from the University of New Mexico in 1969. He has been employed by the U. S. Atomic Energy Commission, Albuquerque Operations Office, since 1963. His present position is Development Engineer (GS-14, \$17,511) with division responsibilities for activities involved in long-range planning for development of nuclear weapons. He is the recipient of the AEC High Quality Performance Award (1968), and is a member of Pi Tau Sigma and an Associate Member of the American Society of Mechanical Engineers. Prior to his work with the AEC, he served five years with the U. S. Navy.

James E. Bickel

Mr. Bickel received a B.S. degree in 1960 and an M.S. degree in 1963 from New Mexico State University, with a major in Mechanical Engineering. He has been employed by the Air Force Weapons Laboratory at Kirtland Air Force Base since 1966. His present position is Project Engineer (GS-13, \$14,400) with duties which include the exploratory development and in-house analytical studies of intertia fuzing concepts for advanced USAF reentry vehicles. He was employed by North American Aviation from 1960 to 1966 as a Research Engineer and a Test Engineer. He is a member of Pi Tau Sigma, Sigma Xi and Blue Key. He has written several technical documents for in-house distribution and has an article appearing in Nuclear Safety Magazine, January 1969.

Charles A. Buckel

Mr. Buckel received a B.A. degree in Business Administration from Michigan State University in 1953. He has been employed by the Manned Spacecraft Center, NASA, for the past seven years. His present position is Chief, MSC Security Branch (GS-14, \$18,641) with responsibility for planning, directing, developing and administering a comprehensive security program for the Center. He was the recipient of Sustained Superior Performance Award in Federal Service for September 1959 to June 1960 and again from January 1967 to January 1968. Prior to his employment at MSC, he spent two years with Aerospace Corporation; two years with the U. S. Air Force Eastern Test Range; and one year with North American Aviation.

Robert B. Bunker

Mr. Bunker received a B.S. degree in Mechanical Engineering from the University of New Mexico in 1948. He has been employed by the Air Force Special Weapons Center since 1958. His present position is Technical Advisor, Survivability Division (GS-15, \$23,075) on tests and evaluations of programs pertaining to nuclear tests, including laboratory and field simulations of nuclear weapons effects. He has numerous classified and unclassified in-house publications. Mr. Bunker has received Sustained Superior Performance Awards in May 1962 and June 1963; Outstanding Rating Awards in May 1964 and May 1965; Special Act or Service Award in November 1968; Air Force Association Award in 1965 for Best Engineering Development of the Year - Airborne Astrographic Camera System, and the Special Act or Service Award in 1968 for HEST V Demonstration Test Performance. Previous employment includes three years with Aerojet General Corporation, one year with Statham Laboratories, and five years with Sandia Corporation.

Juanito V. Carrillo

Mr. Carrillo received a B.S. degree in Mathematics from Sul Ross State College in 1958. He has been employed at White Sands Missile Range since 1964. His present position is Chief, Quality Control Office (GS-12, \$14,402), providing guidance and technical leadership to the Analysis and Computation Directorate staff. Prior to his employment at White Sands Missile Range, he was employed at Dugway Proving Ground, Utah, as a Math Statistician.



Larry G. Damewood

Mr. Damewood received an A.B.S. in Business Administration from Beckley College in 1958 and a B.S. degree in Business Organization from the University of Dayton in 1962. Mr. Damewood has been employed by the Manned Spacecraft Center, NASA, since 1963. His present position is Chief, Advanced Programs Contract Section (GS-14, \$18,641), which is responsible for research and development of Advance Mission Programs. Mr. Damewood is the recipient of the NASA-MSC Commendation-Conversion of Gemini Spacecraft Contract, 1965; Outstanding Performance Award, 1967; Gemini Group Achievement Award in 1967; and Group Achievement Award, Apollo-Cost/Schedule Award in 1968. He is a member of the National Contract Management Association. Prior to coming to MSC, Mr. Damewood spent six years in a Buyer/Contracting post with the Air Force in Dayton, Ohio.

Will E. DeBusk

Mr. DeBusk received his B.S. degree in Mechanical Engineering from New Mexico State University in 1958. He has been employed at White Sands Missile Range for the past ten years. His present position is Project Engineer (GS-13, \$15,849), responsible for engineering evaluation of guided missile weapons systems. Mr. DeBusk has published numerous technical in-house documents. He was the recipient of the Outstanding and Sustained Superior Performance Award for the period August 1966 to August 1967.

Larry M. Lane

Mr. Lane received his A.A. in History from Glendale City College in 1954 and his A.B. in History from the University of California in 1956. He has been employed by the U. S. Bureau of Mines since 1963, serving in San Francisco, Denver, and Washington, D. C. His present position is Assistant Chief, Division of Personnel (GS-14, \$17,511), in Washington, with responsibilities for manpower planning, policies and practices. Previous employment includes two years with the Bureau of Reclamation and four years with the U. S. Naval Shipyard in Long Beach, California. Mr. Lane is a frequent lecturer at U. S. Civil Service Commission training courses and at U. S. Department of Agriculture Graduate School.

Baltazar E. Martinez

Mr. Martinez received his B.S. degree in Mechanical Engineering from the University of New Mexico in 1951. He has been employed by the Air Force Special Weapons Center since 1960. His present position is Programs Engineer (GS-13, \$15,849) in the Directorate of Test and Engineering in determining the technical capability to perform engineering, design, laboratory and flight testing necessary to satisfy requirements from outside of AFSWC. He was employed by Sandia Corporation from 1952 to 1954 and again from 1957 to 1960, and had worked at the Air Force Special Weapons Center previously (1951 to 1954). He was an instructor at the University of New Mexico from 1954 to 1957, teaching undergraduates in the materials and thermodynamics sequence.

James S. Patterson

Mr. Patterson received his B.S. degree in Engineering from the U. S. Naval Academy in 1951 and his M.S. degree in Electrical Engineering from the University of New Mexico in 1969. He has been employed by the Defense Atomic Support Agency at Sandia Base since 1962. His present assignment is Chief, Production Control, Base Engineer Division (GS-11, \$14,000). He served in the U. S. Navy from 1952 to 1962 and in the U. S. Navy Reserve from 1962 to the present as Lieutenant Commander.

Montrose G. Simms

Mr. Simms received his B.B.A. degree from the University of New Mexico in 1951. He has been employed by the City of Albuquerque since 1956, with the exception of a two year employment period with the State of New Mexico (1966-1967). His present position is Budget Director (Grade 18, \$14,100).

Leslie J. Sullivan

Mr. Sullivan received his B.S. degree in Medicine from Marquette University in 1952. He has been employed at the Manned Spacecraft Center, NASA, since 1962. His present position is Assistant Chief, Office of Program Management, Flight Operations Directorate. From 1959 to 1962 he was employed by the U. S. Army Corps of Engineers. He has received the following awards: Sustained Superior Performance Award, March 1966; Outstanding Performance Rating, February 1966; Sustained Superior Performance Award, Department of the Army, February 1962; Outstanding Employee Rating, Department of the Army, November 1960; a member of Flight Operations Division, MSC, NASA Group Achievement Award, October 1962; and a member of the Gemini Support Team NASA Group Achievement Award, May 1967. He served as President, Houston Area Chapter of the American Society for Public Administration, 1968-1969.

Richard E. Uhrmann

Mr. Uhrmann received his A.B. degree in Sociology from the University of Missouri in 1958. He has been employed at the John F. Kennedy Space Center for the past six years. His present assignment is Chief, Personnel Management Assistance Branch, where he plans and supervises the activities of nine specialists and support personnel who provide position classification, employee relations, internal placement and personnel practices training services to the Center (GS-14, \$17,500). Previous employment includes one year at the Marshall Space Flight Center and three years at the Information Center of the U. S. Air Force. He is a member of Alpha Pi Theta and Phi Beta Kappa.

Paul A. Zielie

Captain Zielie received his B.S. degree in Nuclear Engineering from Kansas State University in 1966. His present assignment in the U. S. Air Force is Project Officer, Research and Development Project for Development of Radiation Detection Instrumentation. He has served six years in the Air Force, recently received his captaincy, and plans a career of the Air Force.

SEMINAR PARTICIPANTS ONLY

Delmar W. Bergen

Dr. Bergen received his Ph.D. in Physics from the University of New Mexico in 1966. He has been employed at Los Alamos Scientific Laboratory since 1957 as a Staff Member. He has published numerous papers, both in-house and in national publications, such as Physics Review, American Nuclear Society and American Physical Society. He was elected to "Outstanding Young Men of America" in 1968 and "Personalities of the West and Midwest" in 1969. He is a member of Sigma Xi and Sigma Pi Sigma.

Thurman L. Talley

Dr. Talley received his Ph.D. in Physics from Florida State University in 1968. He has been employed at Los Alamos Scientific Laboratory since 1966 and is presently a Staff Member in Nuclear Weapons Design. Prior to his employment at Los Alamos, he was an instructor of Engineering Science at Florida State University for a year. He is past-president of Sigma Pi Sigma. He was an NSF Fellow in 1962-1963 and a Florida State University Graduate Fellow in 1963-1964.

PRE-SERVICE FELLOWS

Roger W. Banks

Mr. Banks received his B.A. degree in History-Political Science from the University of New Mexico in 1967. His grade point average is 3.6. Mr. Banks was employed as Manpower Director of the Office of Economic Opportunity from 1966 to 1968. In 1965-1966 he was consultant to the University of New Mexico Peace Corps Training Center and from 1963-1965 served as a Peace Corps Volunteer in India. He has published "Between the Tracks and the Freeway: Black Poverty and Politics in Albuquerque, New Mexico," Minority Groups and Politics, ed. by Dr. Charles Woodhouse and Dr. Henry Tobias, University of New Mexico Press, April 1969.

Maureen J. Roesch

Miss Roesch received her B.A. degree in Political Science from the University of New Mexico in 1969. Her grade point average is 3.5. Her honors include: Pi Sigma Alpha, Tuition Scholarship for Four Years, Dean's List for Six Semesters, General Honors Program for Four Years, Candidate for Graduation with General Honors.

ALBUQUERQUE JOURNAL  
March 1, 1969



**FELLOWSHIP PLANNED:** A new fellowship program in public science policy and administration is planned at the University of New Mexico. Prof. Albert H. Rosenthal, center, outlines the program to Dean George Kozmatsky, left, of the University of Texas College of Business

Administration, and Dr. C. Sest Churchman, professor of administration, and research philosopher at the University of California, Berkeley. The two specialists are writing papers to be included in a textbook for the course. UNM will award 10 fellowships in the program beginning next fall.

## ALBUQUERQUE JOURNAL

February 13, 1969

### Two Authorities On Management Will Speak Here

Two men of national prominence in the field of science management will speak at today's meeting of the regional advisory committee for the University of New Mexico's Program for Advanced Study in Public Science Policy and Administration.

Featured speakers will be Dr. C. West Churchman, professor of administration and research philosopher at the Space Sciences Laboratory, University of California at Berkeley, and Dr. George Kozmetsky, dean of the University of Texas College of Business Administration and co-founder of Teledyne, Inc.

The advisory committee to the UNM program is composed of 18 top-level executives of major scientific research institutions in New Mexico and the Southwest. Its meeting will open at 10 a.m. today at the Sunport.

Dr. Churchman's talk will be on "Task Setting and Goal Achievement in Techno-scientific Missions." Dr. Kozmetsky's subject will be "New Concepts in Operational Control."

A distinguished philosopher, Dr. Churchman has written several major books dealing with the relationship between science and philosophy. Dr. Kozmetsky is a former president of the Institute of Management Science and is the author of several books.

UNM President Ferrel Heady will direct the meeting.

## ALBUQUERQUE JOURNAL

February 16, 1969

### UNM Fellowships Will Be Awarded For Graduate Study

The University of New Mexico will award 10 fellowships in public science policy and administration for a graduate study program to begin next fall.

Several of the fellowships are earmarked for scientists and-or administrators presently employed in the field. Others will go to graduate students or recent graduates in science or

administration.

In-service fellows will be nominated by their employers for selection to the advanced level program.

Prof. Albert H. Rosenthal, director of the UNM program, and UNM president Ferrel Heady reviewed plans for the selection of the fellows at a meeting of the regional advisory committee to the program.

## Public Science Policy Study to Begin at U

A program at the University of New Mexico merging administrative skills with scientific and technological know-how is moving into its instructional phase after a year of curriculum development and materials preparation.

The university will award 10 fellowships for a year's study, beginning next September, in its Program for Advanced Study in Public Science Policy and Administration.

### Graduate Level

A similar number of fellowships for study at the advanced graduate level will be awarded in succeeding years, with the assistance of a grant from the National Aeronautics and Space Administration.

The program is designed to educate men and women for administrative positions in scientific research and development companies and public agencies.

### Two Categories

Fellowships will be awarded in two categories. One will include presently employed middle management or scientific staff members; the second will be open to graduate students or recent graduates in fields of science or administration.

The University will select in-service fellows after nomination by their employers. Pre-service fellowship holders will be offered the opportunity of employment as summer interns at the close of the academic year program.

### Rosenthal Is Director

Director of the project is Prof. Albert H. Rosenthal, a specialist in public administration and a former Denver regional director for the U.S. Department of Health, Education, and Welfare.

A regional advisory committee, composed of executives of major science-related industries and public agencies in New Mexico and the Southwest, is working closely with UNM in the development of the program.

### Working Papers

A part of the program has been the commissioning of working papers on aspects of science administration for inclusion in a planned textbook.

In addition to UNM faculty members, others qualified in the field are being selected and a visiting professor-in-residence and a visiting science administrator will join the program faculty during each academic year.



Dr. Albert Rosenthal

## Dr. Rosenthal Named Director

Dr. Albert H. Rosenthal, professor of political science at the University of New Mexico, has been appointed director of the university's new Division of Public Administration, UNM Academic Vice President Chester C. Travelstead said.

The appointment is effective July 1.

The division, recently approved by the UNM faculty, is an academic unit through which a master of arts degree in public administration will be offered.

Dr. Rosenthal, nationally recognized in the field of public administration, is director of the UNM Program for Advanced Study in Public Science Policy and Administration.

NEW MEXICO LOBO

Wednesday, May 14, 1969

## Dr. A. Rosenthal To Be Director Of New Division

Dr. Albert H. Rosenthal, professor of political science at UNM, has been appointed director of UNM's Division of Public Administration effective July 1, announced Academic Vice President Chester C. Travelstead.

The division, recently approved by the UNM faculty, is an academic unit through which a master of arts degree in public administration will be offered.

Rosenthal, nationally recognized in the field of public administration, is director of the UNM Program for Advanced Study in Public Science Policy and Administration.

He joined the faculty in 1967, coming from the University of Minnesota where he was professor of public administration. He has also taught at the University of Southern California and at the University of Denver where he was director of the School of Public Administration.

Rosenthal earned his bachelor's degree from the University of Denver, his master's degree from the University of Minnesota, and his Ph.D. from Harvard University.





**POLICY DISCUSSION:** UNM President Ferrel Heady, far right, listens to three authorities in the field of government science policy. From left to right, are Dr. Harold Orlans of Brookings Institution, Dr. Rensis Li-

bert of the University of Michigan, and Dr. Elmer B. Staats, comptroller-general of the United States. All three spoke Thursday to the advisory committee to UNM's Program in Public Science Policy and Administration.

(UNM photo)



May 14, 1969

The Albuquerque Tribune

**U Committee Meets**

# Comptroller General Will Deliver Paper

Three men with distinguished academic and professional careers, including the comptroller general of the United States, will deliver papers at the Thursday meeting of the regional advisory committee to the University of New Mexico's Program for Advanced Study in Public Science Policy and Administration.

The committee will meet at 10 a.m. at the Sunport.

**Staats Paper**

The paper by General Elmer B. Staats is titled "Financial Aspects of the Administration of Science and Technology."

Dr. Rensis Likert, director of the Institute of Social Research of the University of Michigan, will give a paper on "Organizational Dynamics: Building Goal-Directed Structure."

The third paper will be delivered by Dr. Harold Orlans, Senior Fellow, Governmental Studies, Brookings Institution, Washington, D.C. It will deal with "Developments in Government Policies Toward Science and Technology."

The regional advisory committee to the UNM program is made up of 18 executives of major private, public, and military scientific installations in the Southwest.

**Science Administrators**

The committee is assisting the university in the development of the new program



**Comptroller General Staats**

designed to prepare science administrators for the future.

Dr. Ferrel Heady, UNM president and president-elect of the American Society for Public Administration, will chair the committee meeting.

## U.S. Comptroller To Read Paper At U. Meeting

The comptroller-general of the United States, Elmer B. Staats, will present a paper today at a meeting of the regional advisory committee to the University of New Mexico's program for advanced study in public science policy and administration.

The meeting opens at 10 a.m. in the Sun Room of the Sunport.

Staats' paper, "Financial Aspects of the Administration of Science and Technology," is one of several being compiled into a book to be used for instruction in the UNM program and elsewhere.

The regional advisory committee is made up of 18 executives from major public, private and military scientific installations in the Southwest. It



Elmer B. Staats

is assisting the university in development and evaluation of the new science administration program.

Other papers at the Thursday

meeting will be given by Dr. Rensis Liert, director of the Institute of Social Research at the University of Michigan, and Dr. Harold Orlans of the Brookings Institution, Washington, D.C.

University of New Mexico President Ferrel Heady will chair the session.

ALBUQUERQUE TRIBUNE  
May 21, 1969

## Fellowships Awarded

The University of New Mexico Program for Advanced Study in Public Science Policy and Administration has announced 23 fellows for academic year 1969-70.

From the Albuquerque area, the in-service fellows named are:

Jose B. R. Anglada, acting air management engineer, City of Albuquerque; Vladimir V. Berniklau, development engineer, Atomic Energy Commission; James E. Bickel, project engineer, Air Force Weapons Laboratory, Kirtland AF Base.

Robert B. Bunker, technical advisor, survivability division, Kirtland; Baltazar Martinez, programs engineer, Kirtland; Charles R. Wolfe, assistant traffic engineer, City of Albuquerque; and Paul A. Zielle, project officer, Kirtland.

Pre-service fellows named were Roger W. Banks and Maureen J. Roesch, both UNM students.

ALBUQUERQUE JOURNAL  
May 17, 1969

## UNM Announces 23 Fellowships In Science Policy

University of New Mexico's Program for Advanced Study in Public Science Policy and Administration announced 23 fellowships for academic year 1969-70 Thursday at a meeting of the Regional Advisory Committee to the UNM program.

Fellowship winners will attend UNM and study science policy and administration, public administration, the administrative process, public personnel administration, organization theory and behavior, and the budget process.

Named as fellows for the 1969-70 academic year were:

In-service — Louis D. Amezcaga, physical scientist, Electronics Research and Development Activity, White Sands; Jose B. R. Anglada, acting air management engineer, Albuquerque; Robert V. Batley, aerospace engineer, Manned Spacecraft Center, Houston; Vladimir V. Berniklau, development engineer, Atomic Energy Commission, Albuquerque; James E. Bickel, project engineer, Air Force Weapons Laboratory, Kirtland; Charles A. Bucket, chief of security, Manned Spacecraft Center; Robert B. Bunker, technical advisor, survivability division, Air Force Special Weapons Center, Kirtland; Janito V. Carrillo, chief of Quality Control Office, White Sands; Larry G. Darnewood, section head, contracts division, Manned Spacecraft Center; Will E. DeBusk, missile engineer, White Sands; Frank E. Flores, project engineer, White Sands; Larry M. Lane, assistant chief, division of personnel, Bureau of Mines.

Baltazar Martinez, programs engineer, Air Force Special Weapons Center; John E. Meier, systems engineer, White Sands; James S. Patterson, chief, production control, Defense Atomic Support Agency; Leslie L. Sullivan, assistant chief, program management, Manned Spacecraft Center; Charles R. Wolfe, assistant traffic engineer, Albuquerque; and Paul A. Zielle, project officer, Weapons Lab, Kirtland.

Seminar only — Delmar W. Bergen and Thurman L. Talley, staff members, Los Alamos.

Pre-service — Roger W. Banks and Maureen J. Roesch, UNM; and Richard E. Uhrmann, chief, personnel management assistance branch, Kennedy Space Center, NASA.

## Governor to address conference

Gov. David F. Cargo is scheduled to address a national conference on public science policy and administration at 10 a.m. Monday at Bishop's Lodge.

The Governor will speak during the first session of the two-day conference, which is sponsored by the University of New Mexico.

UNM, with the support of the National Aeronautics and Space Administration, has established a program of advanced study in public science policy and administration.

The program encompasses the initiation and support of at least nine research projects which will result in working papers and case studies.

Objectives of the studies are to collect, collate and analyze existing material concerned with present and proposed methods and practices followed in the formulation of public science policy.

Following final review by the national conference the papers and case studies will be published in a book with the objective of providing useful information to advanced students in the field.

Among speakers at the conference will be UNM President Dr. Ferrel Heady; Dr. John Firor, director, National Center for Atmospheric Research; Elmer B. Staats, comptroller general of the United States; Roger W. Jones, assistant director of the U. S. Bureau of the Budget; and Don Bowen, executive director of the American Society for Public Administration.

September 9, 1969

### NASA Deputy Head Asks Suggestions

SANTA FE (UPI) — The assistant director of the National Aeronautics and Space Administration has urged universities to study what the agency was doing and make suggestions for improvements.

Francis Smith, speaking at a public science policy and administration conference at Bishop's Lodge in Santa Fe, said little had been written in textbooks and professional publications about new scientific developments in the past 10 years.



**AT UNM CONFERENCE:** Conferees at the University of New Mexico National Conference on Public Science, Police and Administration which ended Tuesday in Santa Fe, include, from left, Dr. Ferrel Heady, UNM

president; Col. George T. Buck, Holloman AFB; Richard Heim, administrative assistant to Sen. Clinton P. Anderson; and Dr. Miron W. Neal, director of the State Dept. of Hospitals and Institutions.

## NASA official meets with organization

The growing complexity of responsibilities of administrators in science endeavors was pointed up Monday by Assistant Director Francis Smith of the National Aeronautics and Space Administration in a luncheon address to the National Conference on Public Science Policy and Administration at Bishop's Lodge.

The two-day conference, which opened Monday morning, is being sponsored by the University of New Mexico in connection with its graduate program in Public Science Policy and Administration, and educators are participating. Also in attendance are the 18 men and women who will begin their studies in the UNM program this fall under fellowships provided by a NASA grant.

Smith pointed out that in addition to responsibilities within NASA itself, administrators in the organization must also work extensively with other agencies and organizations. As an example, he noted that "we spend a great deal of effort to work with and give responsibility for parts of the NASA program to scientists in government, industry, and the universities."

The NASA administrator noted that there have been many new developments in the past 10 years in science administration and that there is little to be found yet in the textbooks and professional literature about these things.

"For this reason," he said, "we invite the universities to be 'our guests' — to study what we are doing, to critique us, and to tell us how we can do a better job. We are hopeful that be-

cause of this, others in the future will be able to have better programs."

Governor David F. Cargo welcomed the group to New Mexico and to Santa Fe. The governor congratulated UNM President Ferrel Heady and program director Prof. Albert H. Rosenthal on the work being done in science administration. He singled out Dr. Norris E. Bradbury, Director of the Los Alamos Scientific Laboratory, as a model for young science administrators to emulate.

The governor also said that he has a deep interest in higher education, adding, "I believe that it is important that the academic community be held in high regard and respect."

Dr. John Firor, Director of the National Center for Atmospheric Research, Boulder, Colo., was the opening speaker on the program. He noted that one of the most important jobs — and one of the most difficult — is to "strike a delicate balance between freedom in research and the mission entrusted to the scientific organization."

"Being able to plan ahead 'with a reasonable degree of accuracy' is another difficult task for the science administrator," he said.

Dr. Heady chaired the session.

Richard Helm, administrative assistant to New Mexico's Senator Clinton P. Anderson, brought greetings from the Senator and had words of praise for the UNM program. "Hopefully," he said, "it will serve as a model for other universities."



In Santa Fe, Sept. 8, 9

# Public Science Conference To Feature Leading Figures

Top-ranking scientists, industrialists and educators will attend the National Conference on Public Science Policy and Administration Sept. 8 and 9 at Bishop's Lodge in Santa Fe.

The conference, sponsored by University of New Mexico, is part of its program for advanced study in Public Science Policy and Administration.

Dr. Ferrel Heady, UNM president, will open the conference at 10 a.m. Sept. 8 and introduce Dr. John Firor, director, National Center for Atmospheric Research, Boulder, Colo.

**DR. FIROR'S KEYNOTE** talk on "Issues in Public Science Policy and Administration" will be followed by a panel discussion led by Dr. John A. Hornbeck, Sandia Corp. president.

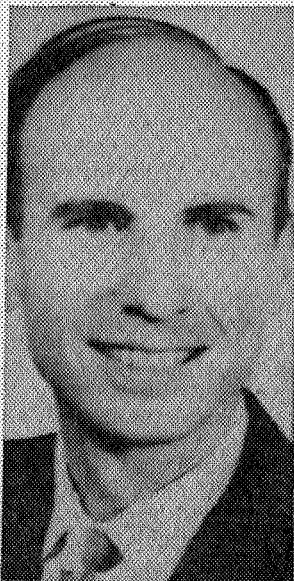
Other events and speakers for the first day of the conference are Dr. Dwight Waldo, the Albert Schweitzer Professor at Syracuse University, and Francis Smith, assistant administrator for university affairs, NASA.

Sept. 9 is designated as UNM's program and will feature Dr. Heady and Dr. Chester Travelstead, academic vice president of UNM.

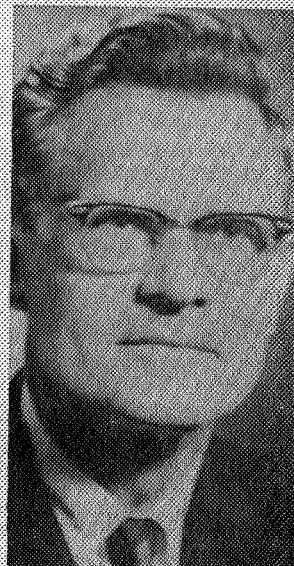
**PRINCIPAL MORNING** speaker will be Wesley Hjernevik, associate director, Manned Spacecraft Center, Houston, who will discuss "Concepts in Public Science Policy and Administration."

Afternoon speakers Sept. 9 are Dr. Albert H. Rosenthal, program director and head of the division of public administration at UNM; Dr. C. West Churchman, professor, Space Sciences Laboratory, University of California.

Members of the Regional Advisory Committee for UNM's program for advanced study include science executives such as Dr. Norman E. Bradbury, director, Los Alamos Scientific Laboratory; John Jasper, director of the state's Health



Dr. John Firor



Dr. Dwight Waldo



Wesley Hjernevik



Dr. C. West Churchman

Field Command, Defense and Social Services; Col. David Atomic Support Agency, Sandia R. Jones, director, Air Force Base; William S. Vance Weapons Laboratory, Kirtland Eberline Instrument Co., president; and Dr. Walter D. Wood, president of Eberline Corp., Albuquerque.

.. THE NEW MEXICAN ..

SANTA FE, N. M.

SEP 4 1969

New Mexico Press Clipping Bureau  
Albuquerque, N. M.



**Dr. John Firor**

## *Public Science meet here*

An impressive list of scientists, industrialists and educators will be featured at the National Conference on Public Science Policy and Administration next week in Santa Fe.

Sponsored by the University of New Mexico, the conference is slated for Sept. 8-9 at Bishop's Lodge.

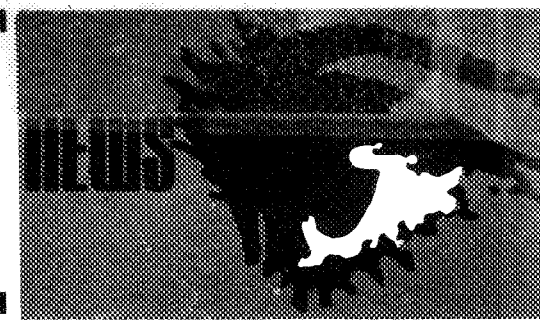
Dr. John Firor, director of the National Center for Atmospheric Research in Boulder, Colo., will keynote the conference Monday morning.

The conference, part of a program for advanced public science policy and administration study, will open at 10 a.m. Monday with a speech by Dr. Ferrel Heady, UNM president.

A series of panel discussions and other featured speeches are on tap for the remainder of Monday and Tuesday.



# ALBUQUERQUE



THURSDAY, OCTOBER 2, 1969

VOLUME VIII, NUMBER 18

State's Largest Weekday Circulation \*

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## The "Calm" of Science?

### *Research Affected by the "New Romantic Movement"*

Scientific research may seem remote from the angry confrontations and sloganeering of social strife and political warfare. But it is not, says Albert Schweitzer Professor Dwight Waldo.

The scientific establishment already has been affected by what Dr. Waldo—one of four men holding \$100,000 a year Albert Schweitzer Professorships—terms the "New Romantic Movement." And, he predicts, it will be even harder hit in the future.

The Syracuse University professor was one of several distinguished educators, scientists, and administrators who took part in a recent two-day National Conference on Public Science Policy and Administration in Santa Fe sponsored by the University of New Mexico.

Professor Waldo includes in his definition of New Romantics the hippies, the dissident students, and the other more radical elements in society. These forces, he said, reflect an increasing public disenchantment with applications of science and technology.

Many of the current critics of the scientific scene might well be called "romantic naturalists" in the light of their illogical and naive objections, Dr. Waldo said. Beneficiaries

of a technological society, they reject technology.

"These critics have such simple answers," he observed. "Norman Mailer, as a candidate for mayor of New York, was asked what he would do about all of the smog produced by industry. He replied simply, 'Bomb the factories!'"

But naive or not, the pressure of the disaffected will be felt in organizational structure of scientific research and development endeavors, and in goals which in the future will be more people-oriented, Dr. Waldo predicted.

It is safe to assume that in the future the organization of scientific missions will be less rigid than at present and that there will be more elements—including political and social—represented in the decision-making process, Dr. Waldo told the conferees.

Beyond that, he suggested that decision-making will be further complicated by the necessity to weigh more heavily the political, social and economic factors when dealing with people problems.

Most of the participants agreed with Dr.

Waldo that some of the big jobs ahead for the nation's scientific leaders include rebuilding slums, fighting air and water pollution and modifying the weather. And they were in general agreement with Dr. Waldo that accomplishing these missions will be "relatively much harder" than a project such as the Apollo moon flight, because of the added sociological political pressures.

Much of this was an admonition to the 18 graduate students who were in attendance and who this Fall are beginning studies in UNM's new Program for Advanced Study in Public Science Policy and Administration designed to prepare science executives for the future.

Sixteen of the students were drawn from middle management positions in public agencies and will continue on salary while they are at UNM for the academic year. All are recipients of fellowships provided through a grant to UNM by the National Aeronautics and Space Administration.

While warning the future science managers to expect marked change in "science life styles," Dr. Waldo also suggested that "life, as we know it, won't be completely destroyed. Talent will still have to be recruited, materials

will still have to be purchased, decisions will still have to be made, and missions carried out. But the way in which these things will be done will be different, because of the changes occurring in the social milieu."

The professor, an authority in the field of public administration, pointed out that definite trends may be seen now in several academic disciplines including political science, philosophy, and anthropology.

"In philosophy, for example, there is a movement away from positivism and scientism, toward humanism, phenomenology and existentialism."

Dr. Waldo, like others at the conference, pointed up the scarcity of comprehensive education programs—such as UNM's—for preparing science administrators.

Calling the UNM program "very unusual and rare," Dr. Waldo told the graduate students that they "are privileged to be the first people in it on a regular basis. It would literally be impossible to put this program together in some of the big universities that I know, and most particularly the one at Berkeley . . . But here it's done, and it's a miracle, so appreciate it."

J MAR 8 1969

New Mexico Press Clipping Bureau  
Albuquerque, N. M.

## WSMR Officials Slate Post-Wide Survey Monday

Special to EL PASO TIMES  
WHITE SANDS MISSILE RANGE, N.M. — Officials of Civilian Personnel Office at White Sands Missile Range will conduct a post-wide survey beginning Monday for nominees for the Public Science Policy and Administration Program at the University of New Mexico in Albuquerque.

Ten fellowships for the nine-month advanced study in public science policy and administration are being given with academic training beginning in September 1969. The University of New Mexico will select winners for the fellowships from nominations submitted by the various government agencies and industries.

Because the nominations must be in Albuquerque by Apr. 1, 1969, the WSMR survey will be completed by Friday. Winners for the fellowships will be announced by the University by the end of April.

In the joint government-university program, the University will pay tuition, books and related expenses while the employee's government agency will pay his salary during the two-semester training period.

Nominees must hold a bachelor's degree in engineering, science, technology or the social sciences, be employed as a middle-management or scientific staff member, and must be named by the head of his directorate.

The unique program merges administrative skill with scientific know-how. Its goal is to develop personnel for administrative positions in the scientific and research and development fields.

Although most fellows will work towards a master's degree, special arrangements may be made by those who demonstrate exceptional competence to continue work

towards a Doctor of Philosophy degree.

The program is built around a core curriculum including public science policy and administrative sequence, while drawing upon courses from various other colleges and departments and upon special seminars.

LOS ALAMOS  
MONITOR

D SEP 4 1969

New Mexico Press Clipping Bureau  
Albuquerque, N. M.

## Santa Fe Set to Host Conference

Top-ranking scientists, industrialists and educators will attend the national Conference on Public Science Policy and Administration Sept. 8-9 at Bishop's Lodge in Santa Fe.

The conference, sponsored by University of New Mexico, is part of its program for advanced study in Public Science Policy and Administration.

Dr. Ferrel Heady, UNM president, will open the conference at 10 a.m. Sept. 8 and introduce Dr. John Firor, director, National Center for Atmospheric Research, Boulder, Colo.

Dr. Firor's keynote talk on "Issues in Public Science Policy and Administration" will be followed by a panel discussion led by Dr. John A. Hornbeck, Sandia Corp. president.

Panelists will be Mej. Gen. H.G. Davissan, White Sands Missile Range Commander; Roger W. Jones, assistant director, U.S. Bureau of the Budget, and Clarence Chlke, head of Congressional and Public Affairs, National Science Foundation.

## 'Moon Easier To Conquer'

## Slums, Pollution Plague U.S.

Rebuilding the nation's slums and fighting air and water pollution will be "relatively much harder" than a project such as the Apollo moon flight, according to Dr. Dwight Waldo, Albert Schweitzer professor at Syracuse University.

Waldo, in an address presented to the recent national Conference on Public Science Policy and Administration at UNM, told the group that solving such problems was more complicated than any scientific projects because of the added sociological and political pressures.

## New Romantics

Waldo cautioned the conference's participants that scientific research may seem remote from the angry confrontation and sloganeering of social strife but that in reality it is not. The scientific establishment already has been affected by what Waldo terms the "New Romantic Movement," and it will be even harder hit in the future, he predicts.

Waldo includes in his definition of New Romantics the hippies, the dissident students, and the other more radical elements in society. These forces he said, reflect an increasing public disenchantment with applications of science and technology.

Many of the current critics of the scientific scene might well be called "romantic naturalists" in the light of their "illogical" and "naive" objections, Dr. Waldo said. Beneficiaries of a technological society, they reject technology.

## Simple Answers

"These critics have such simple answers," he observed.

"Norman Mailer, as a candidate for mayor of New York, was asked what he would do about all of the smog produced by industry. He replied simply, 'Bomb the factories!'"

But, naive or not, the pressure of the disaffected will be felt in organizations of scientific research and development endeavors, and in goals which in the future will be more people-oriented, Waldo predicted.

It is safe to assume that in the future the organization of scientific missions will be less rigid than at present and that there will be more elements — including political and social — represented in the decision-making process, Waldo told the conferees.

Beyond that, he suggested that decision-making will be further complicated by the necessity to weigh more heavily the political, social, and economic factors when

dealing with people problems.

## Marked Changes

While warning the conferees to expect marked change in "science life styles," Dr. Waldo also suggested that "life, as we know it, won't be completely destroyed. Talent will still have to be recruited, material will still have to be purchased, decisions will still have to be made, and missions carried out. But the way in which these things will be done will be different, because of the changes occurring in the social milieu."

## Very Rare

Many of Waldo's remarks were directed to the 18 graduate students who were in attendance and who this fall are beginning studies in UNM's new Program for Advance Study in Public Science Policy and Administration designed to prepare science executives for the future.

Calling the UNM program "very unusual and rare," Waldo told the graduate students they "are privileged to be the first people in it on a regular basis. It would literally be impossible to put this program together in some of the big universities that I know, and most particularly the one at Berkeley... But here it's done, and it's a miracle, so appreciate it."

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## Davisson, Buck On Meet Panels

Top-ranking scientists, industrialists and educators will attend the National Conference on Public Science Policy and Administration Sept. 8 - 9 at Bishop's Lodge in Santa Fe.

The conference, sponsored by University of New Mexico, is part of its program for advanced study in Public Science Policy and Administration.

Dr. Ferrel Heady, UNM president, will open the conference at 10 a.m. Sept. 8 and introduce Dr. John Firor, director, National Center for Atmospheric Research, Boulder, Colo.

Dr. Firor's keynote talk on "Issues in Public Science Policy and Administration" will be followed by a panel discussion led by Dr. John A. Hornbeck, Sandia Corp. president.

Panelists will be Maj. Gen. H. G. Davisson, White Sands Missile Range Commander; Roger W. Jones, assistant director, U.S. Bureau of the Budget, and Clarence Ohlke, head of Congressional and Public Affairs, National Science Foundation.

Other events and speakers for the first day of the conference are Dr. Dwight Waldo, the Albert Schweitzer Professor at Syracuse University, and Francis Smith, assistant administrator for university affairs, NASA.

A second panel will include Frank C. DiLuzio of Albuquerque, former assistant Interior Secretary, now president of Reynolds Electric Co.; Dr. Donald M. MacArthur, deputy director, defense research and engineering, secretary of defense office; Lt. Gen. (Retd.) H. C. Donnelly, manager, Albuquerque Operations, Atomic Energy Commission, and Ray Powell, Sandia Corp. vice president.

Sept. 9 is designated as UNM's program and will feature Dr. Heady, and Dr. Chester Travelstead, academic vice president of UNM.

Principal morning speaker will be Wesley Hjornevik, associate director, Manned Spacecraft Center, Houston, who will discuss "Concepts in Public Science Policy and Administration."

Morning panelists are James L. McCraw, deputy manager, Albuquerque Operations, AEC; Col. George T. Buck, commander, Air Force Missile Development Center, Alamogordo; Harold H. Leich, chief, policy development division, U.S. Civil Service Commission and Dr. George Graham, executive director, National Academy of Public Administration.

Afternoon speakers Sept. 9 are Dr. Albert H. Rosenthal, program director and head of division of public administration, UNM; Dr. C. West Churchman, professor, Space Sciences Laboratory, University of California.

Panelists are UNM's Dr. E. H. Caplan, School of Business and Administrative Sciences; Dr. G. J. Boyle, professor, department of Economics and Dr. J. M. Hunger, director, Urban Observatory, an assistant professor in the division of public administration.

Members of the Regional Advisory Committee for UNM's program for advance study include science administrators like Dr. Norris E. Bradbury, director, Los Alamos Scientific Laboratory; John Jasper, director of the state's Health and Social Services; Col. David R. Jones, director, Air Force Weapons Laboratory, Kirtland AF Base;

Rear Adm. Willi H. Livingston, deputy commander, Field Command, Defense Atomic Support Agency, Sandia Base; William S. Vance, Eberline Instrument Co. president; Dr. Walter D. Wood, president of Dikewood Corp., Albuquerque.